



Hereford & Worcester
Fire Authority

Fire Authority Annual Report

2018-19

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The Annual Report provides a flavour of our work and our plans. To get a fuller perspective, we recommend you to look through the pages of our website and our reports to the Fire Authority. On the Service website you can also have a look at four new reports we've prepared to support the delivery of our Community Risk Management Plan 2014-2020 (the CRMP).

These are: a Midpoint Review of the CRMP to help us make sure we are still on track; a Demographic Profile, which updates our understanding of how our two counties are made up; an updated CRMP Risk Review, which highlights those areas potentially at more risk of fire and other emergencies than others; and a series of 27 Station Profiles, which provide more local detail about the work of our Fire Stations and the risks in their areas.

Welcome to this 2018-19 Fire Authority Annual Report. The primary aim of the report is to provide an overview of our work over the last twelve months as well as give you a flavour of what we'll be doing throughout 2018-19.

Last year's Annual Report introduced our new Saving More Lives vision, which sets out how our work can make a real difference to the safety and wellbeing of everyone in our communities across the two counties. We have continued to embed the vision over the year so that Saving More Lives guides everything we do from prevention and protection to response and resilience.

Saving More Lives is not just about what we do, but also about how we do it. This means making sure the Service itself is in good shape to deliver the vision over the coming years. To support this, we have introduced a new People Strategy to support and develop our workforce, as well as new Asset, ICT and Data Strategies to help us make the most of our people, resources and new technology in order to work smarter.

Our collaboration work with local partners including West Mercia Police and Shropshire Fire and Rescue Service continues to develop, helping us to explore new ways of working more efficiently and effectively. We've also made great progress in working better with local councils and health services and this year we will be launching the new Safe and Well

programme to help improve health and wellbeing across the Service area and provide even more support to local communities. You can read more about this and other initiatives in the 'Our work completed in 2017-18' section later in this report.

There are still a few challenging years ahead. The Service will need to continue to reduce its annual revenue budget with a need to find a further £1.6 million savings per year by 2020-21, though we are confident our plans and initiatives already underway will ensure we can meet this.

The Government's Fire Reform programme has continued to take shape during the year. This includes setting up a new independent inspectorate for all fire and rescue services. Known as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), their officers will be carrying out a full inspection of HWFRS in July this year to examine how effectively and efficiently our services are delivered and how well we support our workforce.

Last year also brought the crucial role of fire and rescue services into sharp public focus, with the horrific Grenfell Tower fire and the terrorist attacks in London and Manchester. Incidents like these highlight the importance of our prevention, protection and fire safety education work as well as the need to make sure our firefighters are well trained and well

equipped to meet the challenging needs and demands of such significant multi-agency incidents.

We attended 6,931 incidents in 2017-18, a small increase of 2.7 per cent (182 incidents) over last year. While we expect variations in numbers from year to year, the long-term trend is still downwards. The 6,931 incidents we attended this year were 2,214 fewer than those we went to in 2007-08, representing a 24 per cent fall over the last ten years. Nevertheless, we continually review incidents and trends to help inform us how our work can be more effective in keeping people safe.

Looking forward, these are still difficult times for the Service, but we believe we are emerging stronger and fitter to successfully meet the challenges and demands of coming years. We would therefore like to take this opportunity to thank all our staff, who have worked with great determination and professionalism throughout this uncertain period to

keep people safe. Our appreciation also goes to our Fire Authority Elected Members, both current and former, together with their wider constituent authorities - for their long-term support, diligence and guidance in the face of significant political, economic and societal change over many years.

Finally, we always welcome your comments and thoughts and there are many ways you can do this, all of which are detailed at the end of this report.



Councillor Roger Phillips
Chairman of the Fire Authority



Nathan Travis, Chief Fire
Officer/ Chief Executive

Fire Authority

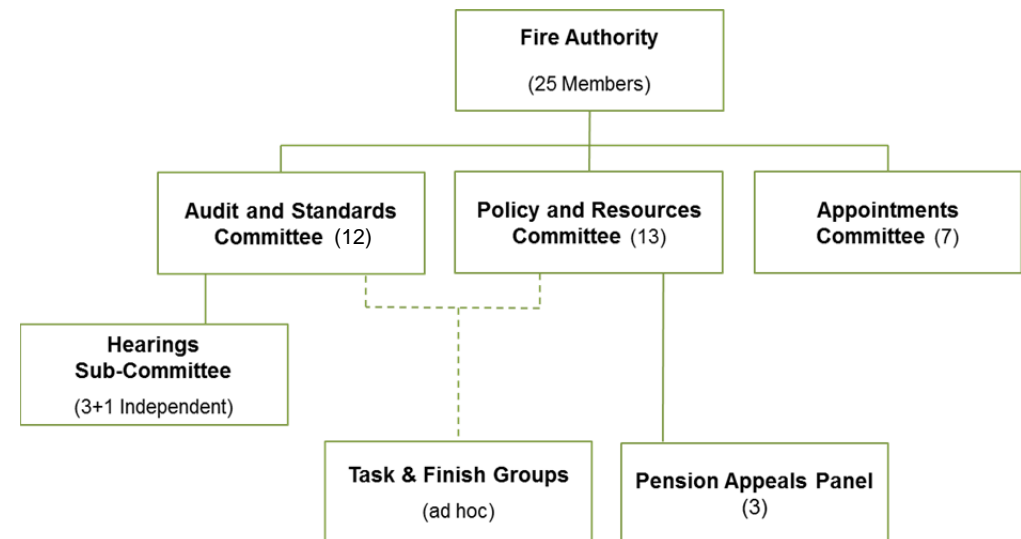
The Fire Authority

Hereford & Worcester Fire Authority is currently the governing body of the Fire and Rescue Service and is made up of 25 local councillors (six from Herefordshire Council and 19 from Worcestershire County Council). Since October 2016 the Fire Authority has also included the Police and Crime Commissioner in a non-voting capacity. They make sure the Service carries out its duties in relation to fire prevention, fire safety, firefighting and rescues, including from road traffic collisions and other emergencies such as flooding, as set out in the [Fire and Rescue Services Act 2004](#).

The Authority sets the budget and approves the overall direction for the Service. It also appoints the Chief Fire Officer and makes sure the Service has the right people, equipment and training to deliver their services effectively and efficiently in the best interests of the communities of Herefordshire and Worcestershire.

The Fire Authority meets four times a year and is supported by three committees as shown in the structure chart opposite. Meetings are usually open to the public.

Members of the Authority and the PCC are also kept up to date on fire and rescue matters through an annual programme of seminars, workshops and visits to fire stations and other facilities.



Fire and Rescue

The Fire and Rescue Service

The Service is led by the Chief Fire Officer/Chief Executive with the support of the Senior Management Board, made up of Directors and Heads of Service. The Service employs 743 full-time and part-time staff, most of whom are highly trained firefighters (approximately 82 per cent of the total workforce).

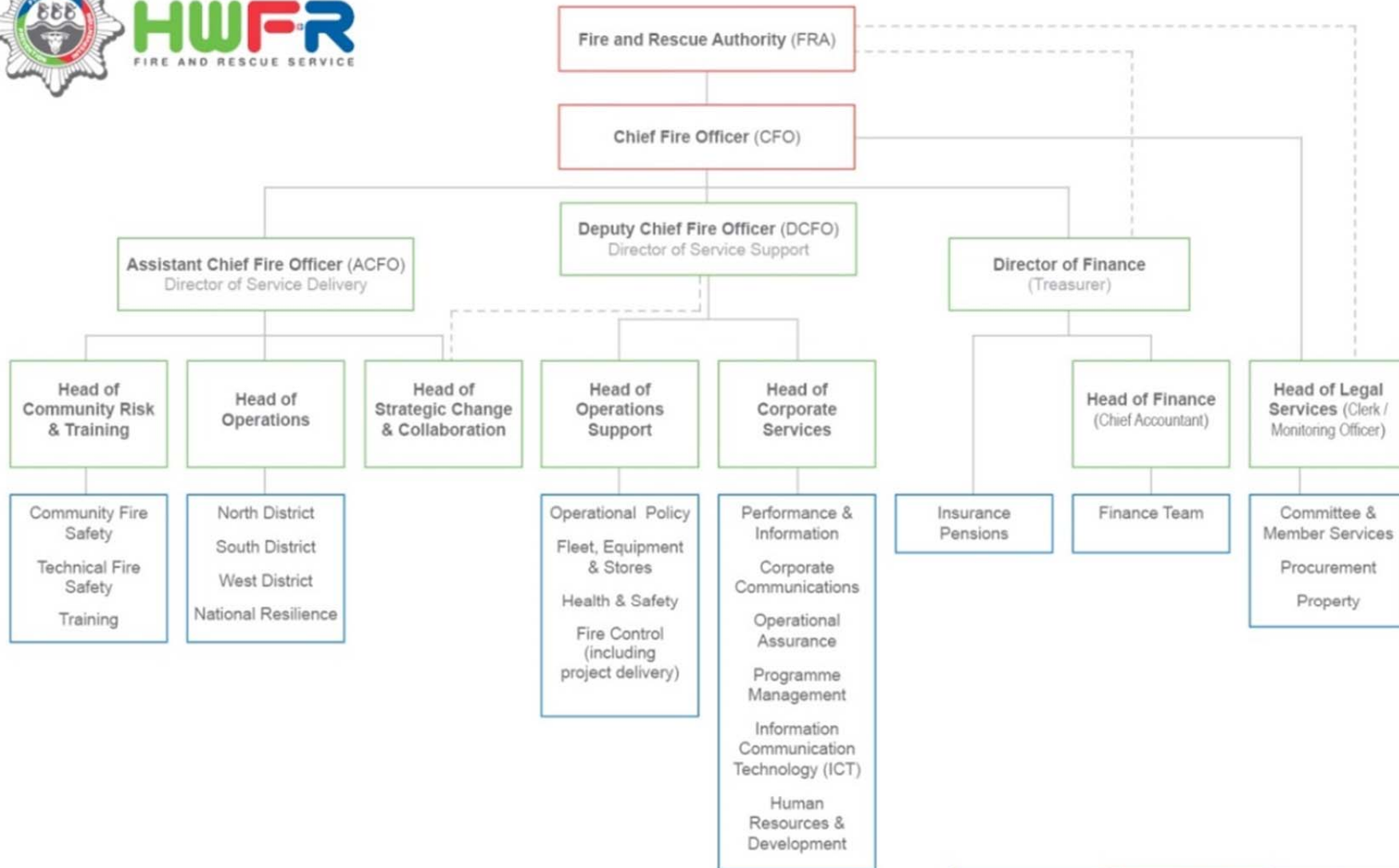
In addition to Service Headquarters in Worcester, there are 27 fire stations across the two counties, a training centre, stores/workshops and a number of locally based training facilities.

The Service is structured into three directorates – Service Support, Service Delivery and Finance. Most staff are directly involved in delivering prevention, protection, response and resilience services. These services are designed to keep the communities of Herefordshire and Worcestershire as safe as possible by working with local people, organisations and businesses to try to make sure emergency incidents

don't happen in the first place, as well as by being able to respond quickly and effectively to any emergencies that do occur.

These essential services are supported by a number of organisational support and enabling services such as financial, human resources and legal services. The full range of services is shown in the chart on the following page.

Staff from the current Service HQ have been gradually moving to new premises at Hindlip Park, Worcester, alongside West Mercia Police colleagues as part of a major initiative to help ensure greater collaboration, effectiveness and efficiency between the two emergency services. All staff are due to be relocated to Hindlip Park and other locations during 2018-19.



Service Structure

Saving more lives

Our Vision – Saving More Lives



Saving more lives

making a difference every day

Saving More Lives is our overarching vision for the future direction of our Service. It guides everything we want to achieve as a vital and trusted organisation working for the communities of Herefordshire and Worcestershire.

Saving More Lives is about us doing more towards improving the lives of everyone in the community. It is about finding ways to add more value through our own work and through the work of our partners in other services such as health and social care.

To help deliver our vision, we have set out several headline objectives to guide our work over the next 3-5 years. They are summarised in the table opposite.

Corporate Objective	What this means
Understanding community risk	<ul style="list-style-type: none"> being smarter with our data so that we can identify areas of risk more clearly analysing trends so that we can set priorities based on risk and forecast future risks further supporting our communities to understand their risks
Responding in the time of need	<ul style="list-style-type: none"> reviewing our response model to ensure that we respond in the best way possible responding efficiently and effectively based on the risk working with partners to explore and develop innovative response solutions
Preventing harm and promoting wellbeing	<ul style="list-style-type: none"> improving the lives and wellbeing of others by seizing opportunities to help reviewing activities with partners so that we can add even more value leading by example and being role models

Supporting the Vision

So that we are able to deliver our priorities effectively in coming years we have put a number of plans and strategies in place. As well as the overarching Community Risk Management Plan, we have the Medium Term Finance Plan and Budget. We also now have a People Strategy, a draft Asset Management Strategy and an ICT Data Strategy in place and action plans to deliver them are being developed.



Strategy	What this means
Medium Term Finance Plan	<ul style="list-style-type: none"> effectively forecasting, planning and making decisions on how best to use our resources
People Strategy	<ul style="list-style-type: none"> supporting our workforce to become more resilient and diverse making HWFRS a great place to work developing skills and embedding innovative leadership at all levels maximising wellbeing at work
Asset Management Strategy	<ul style="list-style-type: none"> reviewing our property portfolio ensuring all our assets are fit for purpose planning well for future investment sharing assets when appropriate procuring goods and services effectively
ICT & Data Strategy	<ul style="list-style-type: none"> supporting our workforce through smarter data and technology becoming more secure and joining up systems to help us improve our understanding of risk working more effectively with our partners and communities

Our Values

The Service has developed a strong set of values, which guide all members of staff in carrying out their roles and responsibilities. They help the Service to maintain high standards in operating fairly, ensuring dignity and respect in the workplace and working in communities, recognising

individual contributions and working towards eliminating discrimination. A summary is set out below, and further information can be found in the Service's [Ethical Framework and Code of Conduct](#), available on the Service's website.

We Value Innovation, Change and Learning

- we encourage critical and lateral thinking and manage constructive challenge
- we take responsibility for improving our performance
- we develop ourselves and others to achieve our full potential
- we take responsibility for our actions
- we encourage problem solving at all levels

We Value Diverse Communities

- we are committed to serving all parts of our communities
- we recognise that diverse needs, expectations and risks need diverse solutions
- we always fulfil our responsibilities to people, communities and the environment
- we remove barriers to entry and seek true diversity to reflect the communities we serve
- we will challenge inappropriate behaviour

We Value Our People

- we are committed to developing our people
- we build relationships based upon mutual trust and respect
- we work in an inclusive way
- we recognise that everyone has a contribution to make
- we respect and see difference as a strength
- we behave in an ethical way

We Value Our Fire and Rescue Service

- we are passionate about maintaining and improving our great reputation
- we make work rewarding and motivating
- we all pull together in the right direction
- we are a team and not a family
- we enjoy and celebrate our work
- we focus on priorities by setting clear objectives and accountabilities

Our Districts

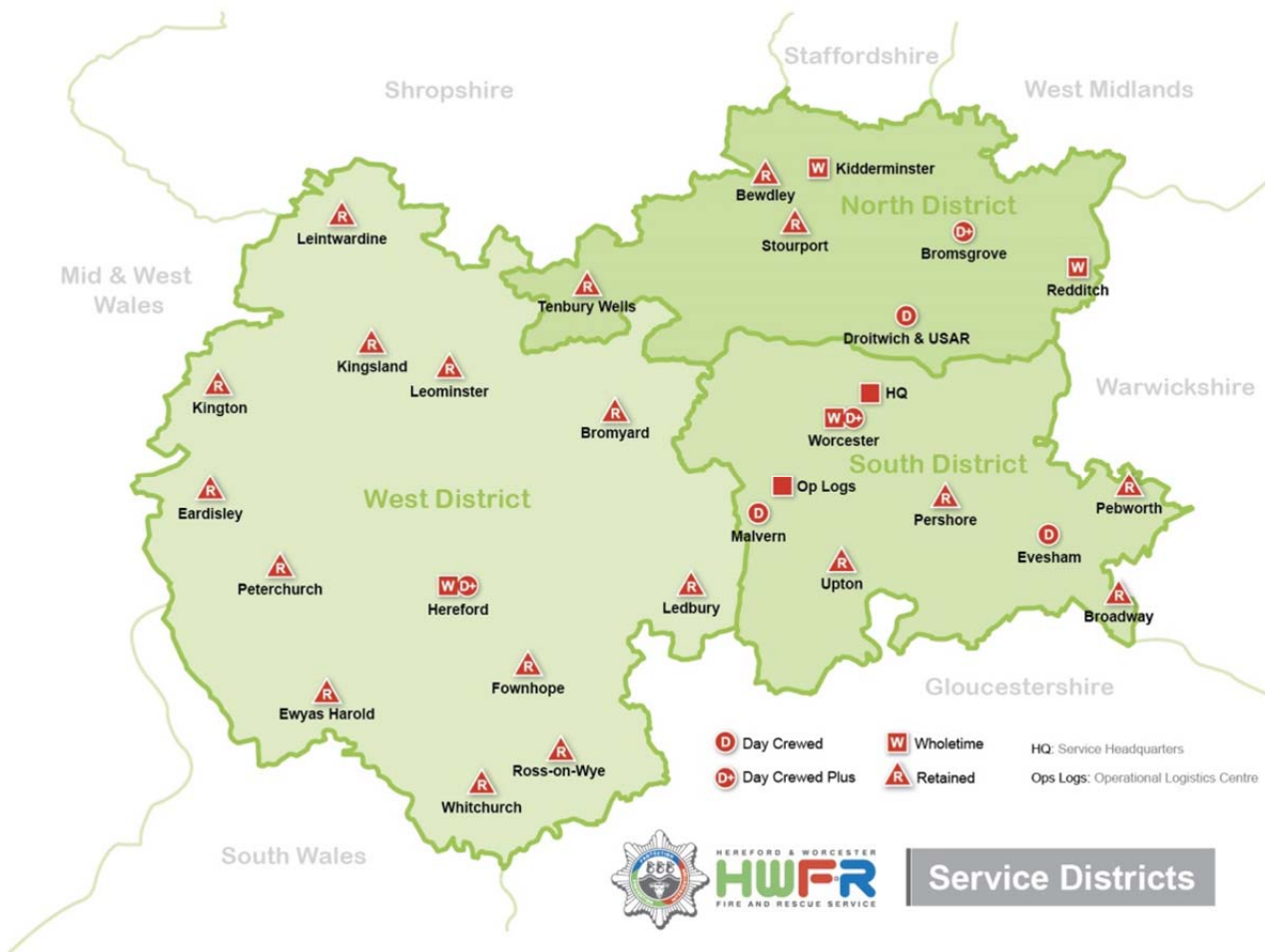
Our Districts

The Service covers the whole of Herefordshire and Worcestershire, an area of around 1,500 square miles (390,000 hectares) and a resident population of just over three-quarters of a million people (772,362 – ONS

mid-2016 population estimate) in about 320,000 households. About three-quarters of the population live in Worcestershire, with around 100,000 people living in the city of Worcester, the largest urban area in the two counties. Herefordshire is more sparsely populated with a largely rural population, about a third of whom live in the city of Hereford.

The two counties have a generally ageing population with one in five residents aged 65 or over, and this rises to one in four in parts of south Worcestershire and Herefordshire. Growing urban areas such as Worcester and Redditch tend to have a younger population base and a relatively larger proportion of Black and Minority Ethnic (BaME) residents than the two counties as a whole.

A summary of population data for the two counties is set out in the table on the following page, and a new, more detailed Demographic Profile is also available on the Service website.



Local Authority	Area (hectares)	Population (Census 2011) 2016 mid-year projection	Households Estimated based on Experian Mosaic 2016
Herefordshire			
Herefordshire	218,000	189,309	83,900
Total	218,000	189,309	83,900
North Worcestershire			
Bromsgrove	21,700	96,769	40,900
Redditch	5,400	84,971	36,300
Wyre Forest	19,500	99,902	45,600
Total	46,600	281,642	122,800
South Worcestershire			
Malvern Hills	57,700	76,130	34,400
Worcester	3,300	102,338	45,600
Wychavon	66,400	122,943	55,200
Total	127,400	301,411	135,200
Total	392,000 (c. 1,500 sq. miles)	772,362	341,900

In 2017-18, we received 9,855 emergency calls covering a wide range of incidents including property and countryside fires, road traffic collisions, water and animal rescues, collapsed structures and dealing with hazardous substances. In all, we attended 6,931 incidents, about 130 a week. This represents an overall annual increase of 182 incidents over the previous year, though the majority of the increase is accounted for by an 11.8 per cent rise in Special Service incidents attended during the year. Analysis shows that most of this increase occurred during the major periods of snow and ice we experienced in the winter months.

Incident data is summarised in the following table.

	Fires	Special Services*	False Alarms	Total
2016-17	1,887	1,560	3,302	6,749
2017-18	1,898	1,744	3,289	6,931
change	+11	+184	-13	+182
change %	+0.6	+11.8	-0.4	+2.7

* *Special Services are incidents such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues.*

In terms of potential life risk incidents, the Service attended 349 accidental dwelling fires in the two counties during 2017-18. This was two more than the previous year. Unfortunately five people died and one person was seriously injured in these house fires. While any death is a tragedy, the

figures remain low given the relative size of the population. Injuries and fatalities in accidental dwelling fires represent just 0.08 per cent of the population, or about 1 in 12,000. The Service also attended 667 road traffic collisions in 2017-18, 80 more than the previous year.

To make sure we are as prepared as possible, we continually examine risk levels across the two counties and review our response arrangements. This helps to make sure we have the right resources in the right place. For example, in areas where most people live, such as the larger towns, the likelihood of incidents occurring tends to be higher, so we have immediately available crews working at the station during the day (with on-call crews at night) or providing 24-hour cover. In areas where risks are generally low and there are usually fewer incidents, most of our fire stations are crewed by on-call firefighters.

Our risk analysis shows that some areas and certain groups of people, such as older people living alone and those with impairments because of poor health or a hazardous lifestyle, tend to be more vulnerable to suffering harm in their homes, for example, by fire. Therefore, we target our community safety activities towards these more at risk groups and areas.

We also make sure our specialist vehicles and assets that respond throughout the two counties, such as boats, are available for when this additional support is more likely to be needed.

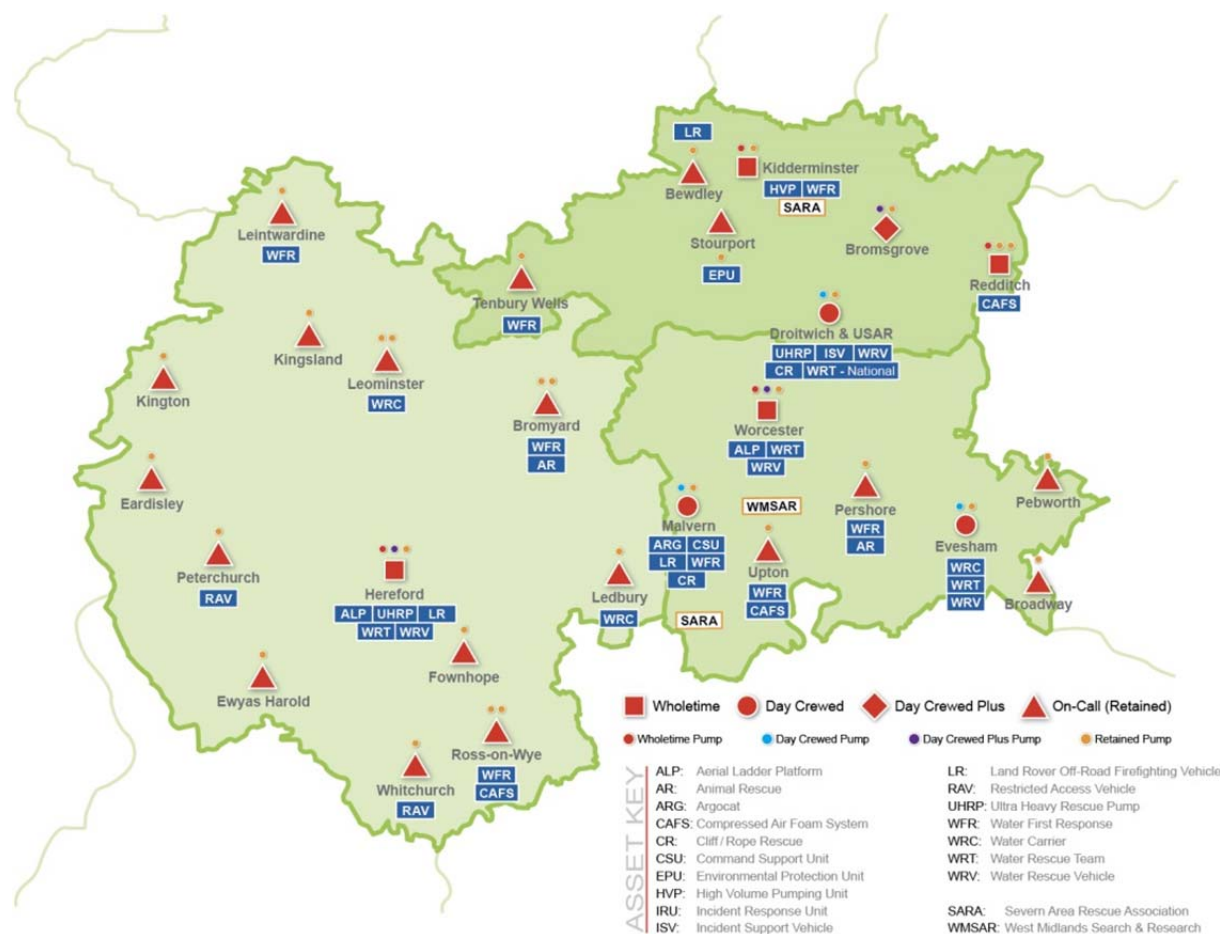
The following map shows the different types of crewing and specialist vehicles at our 27 fire stations. More details on crewing and vehicles can be found in the [About Us](#) section of our website.

Our services are organised around three Districts – North, South and West – to provide a balanced response to reducing community risk. This is supported by a Training Centre in Droitwich, a fleet maintenance and supplies centre called Operational Logistics in Malvern, and a Service Headquarters in Worcester (which will be moving to Hindlip Park, Worcester to join West Mercia Police Headquarters during 2018).

Across the three Districts we have 27 fire stations and 41 fire engines, each of which is strategically placed to be able to respond effectively and in a timely manner whenever an emergency call is received. Each fire station has an on-call crew of firefighters who live or work locally and are available within five minutes should they be needed. Eight fire stations also have Wholetime crews, who are immediately available under normal circumstances.

Each District has identified the main risks in their areas. The risks vary across Districts, but generally include major industrial sites, important heritage sites and environmentally sensitive areas, as well as key

public buildings such as hospitals. Our crews maintain detailed information about the different types of risks they may face should there be an incident at any of these sites and undertake specific training, including with the aid of computer-generated simulations.



North District

North District



North District covers about 180 square miles across the northern area of Worcestershire with the majority of people living in the towns of Redditch, Kidderminster, Bromsgrove and Droitwich. Like most of the Service area it has an ageing population, though Redditch has proportionally more young people. Overall, about one in five residents are aged over 65 years and this is expected to increase over the coming years. It is a generally prosperous area with a few pockets of deprivation, notably in the built-up areas of Kidderminster and Redditch. The District includes mainline rail and major road infrastructure, such as the M5 and M42 motorways. While large industrial sites are a feature of the area there are also heritage buildings and environmentally sensitive areas including the rivers Severn and Stour to the east of the area.

North District is currently served by seven fire stations. This will reduce to five fire stations in the next few years as the stations at Bewdley,

Kidderminster and Stourport are to be relocated to a new Wyre Forest Emergency Services Hub serving the wider area. There were 2,896 incidents across the District during 2017-18, an increase of 69 (2.4 per cent) over the previous year. The majority of incidents were false alarms (1,309 incidents or 45.2 per cent of the total), which was 48 less than the previous year. The number of fires increased to 855 in 2017-18, 5.0 per cent higher than the previous year. Redditch remains the busiest station in the District, attending 883 incidents during 2017-18 (30.5 per cent of all incidents in the District).

The table on the following page provides the 2017-18 incident data for each fire station in North District, alongside the 2016-17 figures for comparison.

North District incident profile by Fire Station area¹

North District Fire Stations	2016-17				2017-18			
	Fire	Special Service	False Alarm	Total	Fire	Special Service	False Alarm	Total
<i>Bewdley</i>	36	16	21	73	33	16	34	83
<i>Bromsgrove</i>	155	150	285	590	147	160	297	604
<i>Droitwich</i>	87	92	125	304	84	109	117	310
<i>Kidderminster</i>	225	165	421	811	276	187	339	802
<i>Redditch</i>	238	181	422	841	238	203	442	883
<i>Stourport</i>	55	37	66	158	57	45	61	163
<i>Tenbury</i>	18	15	17	50	20	12	19	51
Total	814	656	1,357	2,827	855	732	1,309	2,896

¹ note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

South District

South District

South District covers an area of about 490 square miles across south Worcestershire. Most people live in the city of Worcester and the two towns of Malvern and Evesham. Worcester is the largest urban area in the two counties and is the main centre for employment, retail and tourism. Like North District, there is an ageing population, which is likely to continue rising over coming years. In the Malvern Hills district people aged over 65 accounts for one in four of the local population. The District is relatively prosperous though there are some local areas, notably in parts of Worcester, where the quality of life is poorer in terms of employment, health, crime and educational attainment. Features of the District include large industry in Worcester and the two towns and major infrastructure networks, such as the M5 motorway. There are also heritage and environmental sites such as Worcester Cathedral and extensive areas of open countryside and farmland.

South District is currently served by seven fire stations. There were 2,425 incidents across the District during 2017-18, an increase of 91 incidents (3.9 per cent) over the previous year. As with North District, the majority of incidents were false alarms, with 1,222 incidents representing half (50.4 per cent) of the overall total in the District. This was, however, a decrease of 41 incidents over the previous year. The number of fires attended was 624, an increase of 6.1 per cent compared to 2016-17. Worcester



continued to be the busiest fire station in the Service, attending 1,253 incidents during 2017-18 (51.7 per cent of all incidents in the District and 18.1 per cent of all incidents in the Service area).

The table on the following page provides the 2017-18 incident data for each fire station in South District, alongside the 2016-17 figures for comparison.

South District incident profile by Fire Station area²

South District Fire Stations	2016-17				2017-18			
	Fire	Special Service	False Alarm	Total	Fire	Special Service	False Alarm	Total
<i>Broadway</i>	12	11	31	55	10	7	38	55
<i>Evesham</i>	113	73	183	369	128	94	201	423
<i>Malvern</i>	98	106	220	424	81	95	229	405
<i>Pebworth</i>	11	7	10	28	14	12	10	36
<i>Pershore</i>	47	26	93	166	40	28	84	152
<i>Upton</i>	18	37	27	82	29	31	41	101
<i>Worcester</i>	288	262	660	1,210	322	312	619	1,253
Total	588	522	1,224	2,334	624	579	1,222	2,425

² note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

West District

West District

West District covers the whole of Herefordshire, one of the most rural and sparsely populated counties in England, with less than one person per hectare. About a third of the population lives in the city of Hereford, the county's main employment and retail centre.

With the majority of people living in a handful of market towns and smaller villages, access to services is a particular issue with some communities in relatively remote and hard-to-reach locations. This

rural location also has environmental considerations such as the Rivers Wye, Teme, Lugg and Arrow and significant heritage sites such as Hereford Cathedral. Although mainly rural, Herefordshire also contains several large industrial sites including the Rotherwas Industrial Estate to the south of Hereford.

West District is currently served by 13 fire stations. There were 1,610 incidents across the District during 2017-18, a small increase

of 22 (1.4 per cent) over the previous year. The majority of incidents were false alarms, representing 47 per cent (758 incidents) of the total. The number of fires attended was down by 66 to 419, a fall of 13.6 per cent over 2016-17. Hereford was the busiest fire station, attending 826 incidents during 2017-18 (51.3 per cent of all incidents in the District).

The table on the following page provides the 2017-18 incident data for each fire station in West District, alongside the 2016-17 figures for comparison.

West District incident profile by Fire Station area³

West District Fire Stations	2016-17				2017-18			
	Fire	Special Service	False Alarm	Total	Fire	Special Service	False Alarm	Total
<i>Bromyard</i>	31	40	28	99	24	35	29	88
<i>Eardisley</i>	15	9	8	32	17	13	5	35
<i>Ewyas Harold</i>	10	5	8	23	17	3	21	41
<i>Fownhope</i>	4	5	11	20	9	11	9	29
<i>Hereford</i>	203	169	420	792	186	196	444	826
<i>Kingsland</i>	20	12	13	45	27	12	17	56
<i>Kington</i>	13	8	11	32	6	17	10	33
<i>Ledbury</i>	47	30	53	130	22	31	52	105
<i>Leintwardine</i>	7	6	5	18	7	10	2	19
<i>Leominster</i>	52	28	83	163	36	36	78	150
<i>Peterchurch</i>	16	5	3	24	11	4	12	27
<i>Ross-on-Wye</i>	56	56	67	179	43	49	69	161
<i>Whitchurch</i>	11	9	11	31	14	16	10	40
Total	485	382	721	1,588	419	433	758	1,610



More statistics about the Districts and their fire stations are available on the Service website, if you would like further information.

³ note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

Our Performance in 2017-18: at a glance

The Service attended 6,931 incidents in 2017-18. This was 182 incidents more than last year, an increase of 2.7 per cent. Although we expect fluctuations in the numbers up and down from year to year, we continue to analyse the underlying causes, with the aim of improving the performance of our response services and targeted prevention activities. This is currently reported to the Fire Authority each quarter. Despite the increase, the long-term trend continues to be downward and this year's total is 24 per cent lower than the 9,145 incidents recorded in 2007-08.

While there was an overall increase in the number of incidents, this is primarily accounted for by an 11.8 per cent rise in the number of Special Service incidents attended. These were mainly road traffic collisions, flooding caused by burst pipes and assisting other agencies at incidents, most of which were related to poor weather conditions during the year. The total number of False Alarms was slightly down, and still represents almost one in every two incidents attended (47.5 per cent). The Service continues to work with businesses to reduce this, including working with occupiers to identify where false alarm activations by repeat offenders could be reduced. Our Fire Control officers also challenge reports of alarms activating to assess whether the activation is false or not, and can quickly pass on information to attending crews.

The number of Fires attended in 2017-18 increased by 0.6 per cent (11 incidents) compared to 2016-17, including a slight increase in the number of accidental dwelling fires from 347 to 349.

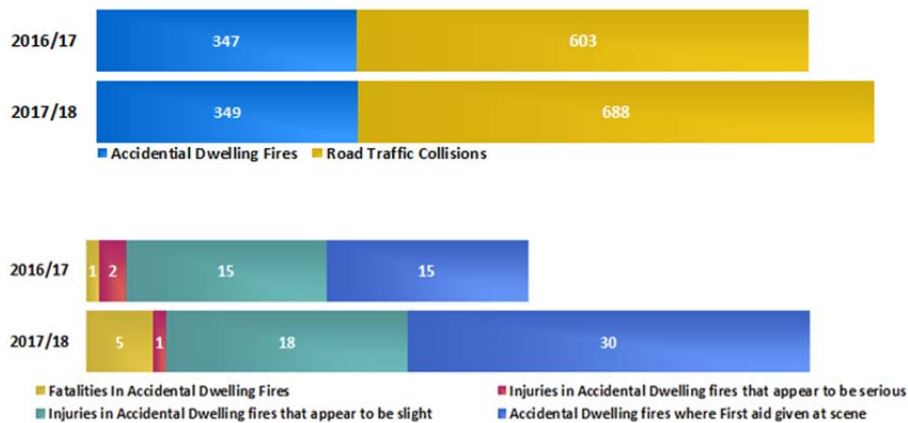
We attended 1,744 Special Service incidents in 2017-18. This was an increase of 11.8 per cent over the previous year (including a 39.8 per cent rise in assisting other agencies). The number of road traffic incidents increased by 13.6 per cent, from 603 to 667.

	Fires	Special Services*	False Alarms	Total
2016-17	1,887	1,560	3,302	6,749
2017-18	1,898	1,744	3,289	6,931
change	+11	+184	-13	+182
change %	+0.6	+11.8	-0.4	+2.7

* *Special Services are incidents such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues.*

Summary of 2017-18 incidents

Of the 24 people injured in accidental dwelling fires who required more than first aid at the scene, there was one person seriously injured and five fatalities. While the numbers are low in relation to the overall population of the two counties, our Community Risk officers work in the localities affected by dwelling fires to provide fire safety advice and access to further support if needed.



In terms of maintaining a healthy workforce, the overall staff sickness level saw a small increase to 7.11 days lost per head in 2017-18 (compared to 6.07 in 2016-17). This still compares favourably with local partners, e.g. Worcestershire County Council had 8.71 days lost per head in 2017-18 and Herefordshire Council 8.25 days.

Maximising the health and wellbeing of all members of staff forms a key commitment in the People Strategy, which was published during 2017-18.

The table on the following page shows the breakdown of fires, special services and false alarm incidents attended by the Service last year with the 2016-17 equivalent figures shown alongside. The figures are used for comparison with other fire and rescue services and for reporting to Government.

The figures do not include mobilisations to other miscellaneous incidents attended by the Service, such as attendances at incidents in neighbouring counties, those where we arrived at the scene and were not required, exercises, and where crews are asked to standby.

Overall performance data, including Key Performance Indicators (KPIs), are reported to the Authority's Policy and Resources Committee every quarter – these reports can be found on the Service website. Our performance is also compared against similar services, and this information can also be found on the Website.

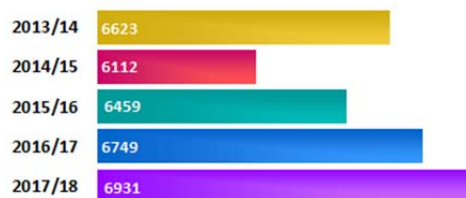
Fire Categories	2016/17	2017/18
Primary	1029	1017
Secondary	718	748
Chimney	140	133
Total	1887	1898

2016/17	2017/18
Calls received	
9041	9855
Incidents Attended	
6749	6931

2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Accidental Fires		Fires		Deliberate Fires		Special Service		False Alarms	
1325	1176	1887	1898	562	722	1560	1744	3302	3289
Accidental property Fires		Property Fires		Deliberate property Fires		Road traffic collisions (RTC)		Automated fire alarms (non-domestic)	
504	378	534	530	30	152	603	667	1129	1166
Accidental non-domestic property Fires		Non-domestic Fires		Deliberate non-domestic property Fires		Flooding incidents		Automated fire alarms (domestic)	
182	162	266	239	84	77	68	134	1334	1279
Accidental vehicle Fires		Vehicle Fires		Deliberate vehicle Fires		Person rescue (Inc. Lift & Water)		False alarms good intent	
221	245	319	331	98	86	187	108	794	782
Accidental grassland, woodland & crop Fires		Grassland, woodland & crop Fires		Deliberate grassland, woodland & crop Fires		Animal rescue		False alarms malicious	
182	151	295	286	113	135	141	123	45	56
Accidental outdoor structures & equipment Fires		Outdoor structures and equipment Fires		Deliberate outdoor structures & equipment Fires		Spills & leaks (inc. Hazardous materials)			
158	144	248	250	90	106	105	111		
Accidental other outdoors (including land) Fires		Other outdoors (including land) Fires		Deliberate other outdoors (including land) Fires		Assist other agencies			
78	96	225	262	147	166	88	140		
Accidental other Fires		Other Fires		Deliberate other Fires		Other			
0	0	0	0	0	0	368	461		

Our performance: five-year trends

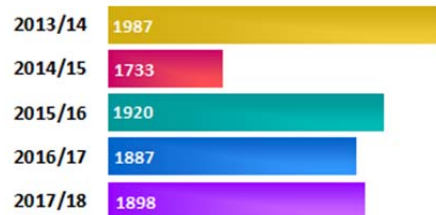
All Incidents



The table shows that this year's figure of 6,931 incidents attended was the most in the last five years, though it is still 24 per cent lower than it was ten years ago. As noted in previous annual reports, total incident numbers

may be reaching a plateau, and the Service's community and business safety work continues to focus on prevention, protection and education, especially targeted towards those groups more likely to be at greater risk than others.

All Fires



The slight increase in the number of fires includes primary (mainly building fires), secondary (mainly grassland, woodland, crop fields and other outdoor structures) and chimney fires. The long term trend continues to be downwards, with

this year's figure of 1,898 representing 1,010 fewer fires than in 2007-08, a fall of 35 per cent. While accidental dwelling fires remain low at 0.45 per 100,000 of the population, there were sadly five fatalities in house fires this year. As with all similar incidents, the Community Risk team carry out specially targeted fire safety campaigns in each local area to provide additional support and advice to local residents.

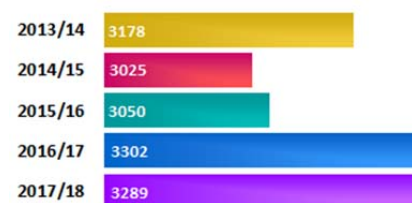
Special Service incidents



Although the total number of Special Service incidents increased in 2017-18, it is still 19 per cent lower than ten years ago. The 11.8 per cent increase over 2016-17 is largely accounted for by the unusually cold

and wet conditions during the winter months leading to more road traffic collisions and flooding related incidents, which together increased from 671 incidents in 2016-17 to 801 incidents this year. Other services such as the removal of objects, lift rescues, spills and leaks, and providing advice and assistance to other agencies such as the Police and Ambulance Services collectively increased from 889 to 943.

False Alarms



The number of false alarms continues to be the largest proportion of all incidents attended, representing 47 per cent of all incidents, though the overall number is 15 per cent lower than ten years ago. The majority of false

alarms are due to faults in fire alarm apparatus causing them to activate; this now represents three out of every four false alarms we attend. This is an issue our business fire safety and fire control officers continue to tackle.

Budget savings

Budget savings

In the eight years since the 'austerity' period started for Local Government in 2010-11, the Fire Authority annual revenue budget has been cut by 18 per cent in real terms.

The budget for 2018-19 is £32.2 million compared to £32.3 million in 2010-11. However, taking into account additional costs such as inflation, national pay rises, government changes to pensions and taxation and the maintenance of property and equipment, had the Authority not identified significant efficiencies it would need to be spending £38.2 million in 2018-19.

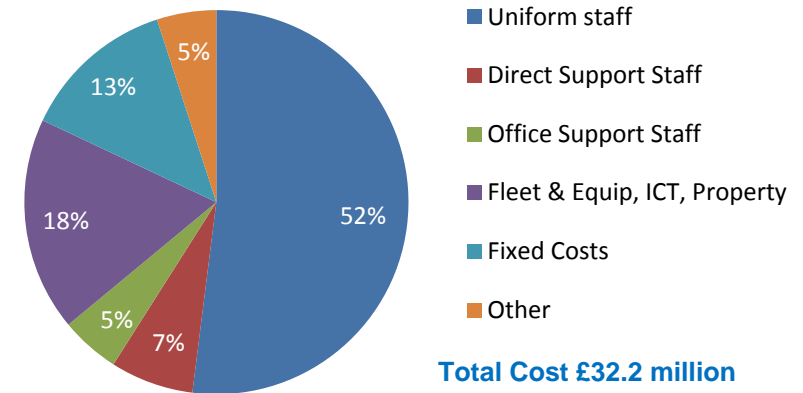
In order to meet these pressures, the Authority has made changes to the workforce, including a significant reduction in the number of managers and support staff; changed crewing at fire stations; removed two fire engines; relocated our staff and cut our spending budgets. By 2023-24, this will have saved £6.9 million per year.

Although grant cuts are known for 2018-19 and 2019-20, there is much uncertainty beyond that date. Estimates have been made and used for planning purposes, but even with continued increases in the number of houses paying Council Tax and a planned annual increase in Band D in

line with government planning, there are still significant future budget gaps. By 2023-24, there is still likely to be a £0.6 million gap. For more details please see the 'Closing the Budget Gap' section later in this report.

In order to avoid unnecessary cuts to services, the Authority will be using Reserves, built up through sensible financial management for such as purpose, to smooth the budget until longer term efficiency initiatives come to fruition by 2023-24.

Fire Authority Budget 2018-19



For further information on the spending plans up to 2020-21, see the 'Resourcing the future: financial information' section later in this report.

Fire Reform and the Policing and Crime Act 2017

Over the last year, the Government's Fire Reform programme has begun to take shape. The programme aims to make all fire and rescue services more efficient, accountable and professional. This will be delivered under three main headings: accountability and transparency; efficiency and collaboration; and workforce reform.

Among the measures put forward was the creation of a new, independent fire inspectorate. This is now established as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Over the next 18 months, HMICFRS teams will be visiting every fire and rescue service in the country to carry out inspections. They will be concentrating on how effectively and efficiently we deliver our services and how well we support our staff in doing so. All results from the inspections, including any areas where more work is needed, will be published on their website so that local communities will be able to know how their own fire and rescue service is doing. Our Service will be inspected over the summer 2018.

With the new Policing and Crime Act 2017 in place, all emergency services have a statutory duty to explore opportunities to collaborate where it would make sense to do so in the interests of effectiveness or efficiency. Collaboration and joint working with our neighbouring fire and rescue services and with West Mercia Police has been part of our way of working for many years, examples of which can be seen on our website. Particularly important has been our work with West Mercia Police to bring

our two Headquarters together under the same roof and with Shropshire Fire and Rescue Service to strengthen our Fire Control services. With the growing Saving More Lives agenda, we are also developing closer working relationships with local authorities, especially health and social care services, to explore how our safety work in people's homes can support the wider health and wellbeing work of our partners.

Also part of the 2017 Act is the power given to Police and Crime Commissioners to take on additional responsibility for fire and rescue services. In this respect, the Government is considering West Mercia Police and Crime Commissioner's business case to take on the governance of both Shropshire and Hereford & Worcester Fire and Rescue Services.

Completed work

Our work completed in 2017-18

As we reported in last year's Annual Report, all our work is organised to reflect the Saving More Lives vision and its three main themes; understanding community risk, responding in the time of need, and preventing harm and promoting wellbeing.

This not only drives our prevention, protection, response and resilience activities, but it also guides our work with partners and local communities, so that we can step beyond our traditional fire and rescue role to help make that extra difference to people's lives.

The following sections highlight some of this work to show a number of examples of how our work has helped to make people's lives better.

Many other examples of our work can found on the News and Events page and under the Saving More Lives banner on our Service website. More details can also be found in reports to the Fire Authority.



Understanding Community Risk

The more we understand risk in our communities, the better equipped we will be to save more lives. This means using our data effectively to identify areas of risk more clearly. It also means improving how information is collected and recorded, and how it is shared with our partners to get a better picture of what risk in our communities looks like. We can also analyse trends and patterns to identify where the risks are greatest and to forecast future risks. From this, we can organise our priorities to target resources effectively. Working with our partners, we can also help to educate our communities about risks and provide more support to those groups identified as being more vulnerable.

Some of the highlights of this work over the last year are set out below.

Midpoint Review of the CRMP 2014-2020

The CRMP is our strategic plan for managing risk. It assesses the types and levels of risk in our two counties and guides us on how to use our resources effectively and efficiently to tackle those risks. The CRMP is halfway through its six-year term and it was appropriate to review its progress and to check if its aims and objectives are still valid or require updating in the light of changing circumstances. Three particular areas stand out:

- the successful implementation of fire and emergency cover proposals that ensure our response services are delivered more efficiently without reducing the effectiveness of the cover

arrangements; together with reductions in the numbers of management and support staff, collaborative work with Shropshire Fire and Rescue Service and West Mercia Police and revisions to departmental budgets, some £6.6 million has been saved up to the end of 2016-17,

- the introduction of the 2020 Vision Programme, an extensive modernisation and transformation programme of strategic projects to ensure services are delivered more effectively and efficiently including through collaboration with others; and
- the introduction of our new strategic vision and direction called 'Saving More Lives' which signals our wider ambition to add even more value to local communities by working collectively with our partners to support and protect those most vulnerable.

The CRMP Midpoint Review is available on the [Service website](#).

As part of the Midpoint Review, a Risk Review has also been carried out looking primarily at those key life risks the Service has responsibility for: fires and road traffic collisions. The Risk Review provides an analysis of trends over time to help us understand how risks are changing. Using incident data alongside demographic data and other information about local areas and communities, a sophisticated model was used to assess the likelihood of some areas being at greater risk than others. Risk maps were



then prepared to show where these areas are. The maps show that over the last eight years from 2009-10, the number of local areas at a potentially high risk of accidental dwelling fire has fallen from 20 to 5, while the Service's Home Fire Safety Checks programme has been strongly targeted to those areas most at risk.

Further intelligence about households and their potential vulnerabilities for a variety of reasons (including age related health conditions and lifestyle factors such as living alone or other behavioural characteristics) was also included in the model to help to provide more information about how we can best tailor our services to meet their particular needs.

The work was supported by the preparation of a new Demographic Profile providing more information about the local population and how it is changing over time, and especially highlighting the potential risks associated with an ageing population.

The analysis was also used at a local level to inform a series of 27 Station Profiles, which have been prepared to show the range of activities in local fire station areas and to highlight any particular areas and groups likely to be at more risk than others.

By accessing this range of information over the next year, Community Risk technicians and fire station crews will be able to use the risk maps, together with their own local intelligence about risks in their areas, in their own work and in their work with local service partners and communities to best target their community safety activities.

Sharing information with partners

Information held by other agencies may be of a personal, confidential and sensitive nature, and will not normally be accessible to Fire and Rescue Services. This is an area we are exploring with our public sector partners in order to find ways of sharing appropriate information that helps to improve how vulnerable and potentially 'at risk' groups are targeted and reached. Current examples include Signposting work in Herefordshire, where there are information sharing protocols and the WODA initiative in Worcestershire. WODA (Worcestershire Office of Data and Analytics) is an initiative to develop an information sharing portal. Partners involved include Worcestershire County Council, Wychavon District Council, Police, Fire, Ambulance and the NHS. The portal will be a platform for partners to share information including fire safety, safeguarding, and the Safe and Well pilot.

Two good examples of sharing information to achieve more than individual agencies could do alone were carried out last year. Both involved concerns about people living in accommodation that does not meet fire safety standards. These can be hard to identify as they may be in unlicensed premises operated by rogue landlords and often above shops, which make them particularly vulnerable to fire.

In the first instance, in Herefordshire, our West District Community Risk team joined with local authority officers, the police and other agencies to share information and intelligence about a number of premises of concern to each agency. Officers from the Community Risk team inspected nine of these premises and seven were found to be either wholly unsafe or

requiring additional improvements to meet fire safety law. In one property, Herefordshire Housing issued an emergency prohibition order resulting in the rehousing of 11 families to move them out of seriously unsafe accommodation.

The second example covered parts of both counties, where our Community Risk officers undertook a 12 month project to tackle fire safety issues in what are known as houses of multiple occupation or HMOs, which are often in unlicensed private accommodation above shops. Using local intelligence from partner agencies and a newly acquired database of commercial properties that helps to identify homes above shops, a number of premises were identified as being of potential concern. Following 526 business fire safety checks, 223 properties needed a full inspection, of which 91 required enforcement action to ensure their compliance with fire safety legislation. Through these inspections and enforcements, the safety of 358 residents of this type of accommodation was considerably improved. Because of the success of the pilot, the project has been extended for a further 12 months.

These are clear examples of the benefits of local organisations sharing information and intelligence to improve the safety and wellbeing of many families and the wider community.



Responding in the time of need

While we know a lot more about risks and the importance of keeping people safe through our community safety activities in communities and with partners, we are always aware that fires and other emergencies will continue to happen. Including false alarms, last year we responded to around 130 incidents a week across the two counties.

To make sure we are well prepared to respond, we keep our fire and emergency cover arrangements under constant review. This means balancing the level of risk against our available resources or, put simply, having the right resources in the right place at the right time.

Examples of some of this work over the last year are set out below.

Reviewing our response arrangements*

In 2014, our CRMP introduced a number of changes to fire and emergency cover in the light of changing levels of risk and to ensure that our limited resources were being used more effectively and efficiently. At that time, the standard crewing on wholetime, day crewed and day crewing plus appliances was confirmed as four, though for a period of two years reserves funding would be used to try to maintain crews of five on as many occasions as possible. Following the exhaustion of these funds, new proposals to change crewing arrangements at all fire stations with wholetime, day crewed and day crewed plus appliances were published in March 2017. The primary aim of the proposals was to provide extra capacity and resilience (through

more flexible working and reallocation of resources) in order to crew an appropriate number of these appliances with five. Despite twelve months of detailed consultation with staff and community representatives, and after extensive negotiations with the Representative Bodies, a 'terms of agreement' has not yet been finally agreed with staff. This has resulted in the Service continuing to ride with crews of four and providing resilience to supervisory management within existing contractual arrangements.

**There are many different ways of crewing Fire Stations, as determined by the level of risk associated with the Station area and the needs of the local community. The busiest Fire Stations are permanently crewed 24 hours a day (known as the Wholetime Duty System). The less busy Fire Stations are crewed by On-Call firefighters, who live or work locally and can respond to emergency calls quickly when they are needed (known as the Retained Duty System or RDS). Other duty systems are Day Crewing, where Fire Stations are permanently crewed during the day and by On-Call firefighters at night, and Day Crewing Plus, where Fire Stations are permanently crewed during the day by firefighters, who remain available at night at the Fire Station on an On-Call basis so that they are immediately available if needed.*

Working with partners to improve safety and wellbeing

There are many instances when we can really add value to the work of others for the benefit of our local communities. Examples from last year include:

a) Managing flood risk in Bewdley

On-call firefighters at Bewdley and Stourport fire stations have teamed up with colleagues from the Environment Agency to undertake training on the temporary flood defence barriers. This will help to ensure they are deployed quickly to fend off rising water levels at times of flooding in Bewdley. Being on hand to assist will also enhance the resilience of the Environment Agency during such times.



b) Responding to fires in prisons

Crews from Evesham and Bromsgrove fire stations have undertaken joint training with the prison service's National Tactical Response Group (NTRG) and agreed joint response arrangements in order to resolve incidents where inmates are free in areas of the prison and fires have been set. NTRG staff have also been given instruction in fire behaviour and water techniques.



c) Assisting partners during the snow



Winter 2017-18 brought spells of heavy snow and icy conditions throughout the two counties. At the multi-agency Tactical Coordinating

Group convened in response to the bad weather, the Wye Valley NHS Trust in Herefordshire reported on problems they were having in getting essential

medical staff to and from the county hospital. To assist in resolving this, fire crews from Hereford fire station and flexi-duty officers were able to use their operational 4x4 vehicles to transport around 20 doctors and nurses to and from the hospital as well as to high risk patients in rural areas. With resilience measures in place at this time, full fire and rescue cover was also maintained during the 48 hour period.

d) Supporting charities

The 'Blood Bike' operated by the Severn Freewheelers charity provides a free courier service to transport medical supplies at night and at weekends for the NHS in Gloucestershire, Herefordshire, Worcestershire and North Wiltshire. The bike now has a secure and permanent base at Hereford fire station, which will help to save even more lives in Herefordshire and surrounding counties.



e) Working together to improve missing person searches

We have always supported the police when they need help to search for someone who may be at risk of death, injury or illness. Our skills in locating people with thermal imaging cameras, lighting, mobile data mapping and trauma packs can be of great benefit in such searches, but to date this had not been as structured as it could be. Now, together with neighbouring Shropshire and Warwickshire Fire and Rescue Services, we have formalised an agreement with West Mercia Police to support them in rescuing high risk missing persons. This is a good demonstration of how police and fire services can enhance each other's services, improve public safety and make our counties safer.

Developing our response skills

We ensure our response services are more effective in saving lives and keeping people safe by improving our skills and techniques through training courses, challenges and practical exercises with partner organisations. Some examples during the year are highlighted below.

In April 2017 the Service's water rescue crews attended a 'vehicle in water' course at Cardiff International White Water facility. The course provided an excellent opportunity to experience the hazards, vehicle behaviour and

stabilisation techniques as well as practising rescues from a vehicle in water. The experience was made all the more real by four medical students acting as casualties during the rescue operations. .



The Service also takes part in numerous challenges against other fire and rescue services in order to hone skills, share best practice and to cascade learning back to other firefighters in the Service to help ensure continual improvements. At the National Rescue Challenge in Ireland both our

Trauma team (Watch Commander Jayne Collins and Crew Commander Simon Griffiths) and our Extrication team (from Ross-on-Wye fire station) were overall winners in their categories. Further success was achieved by both teams at rescue challenges in Essex and Luxembourg, culminating in the World Rescue Challenge held in Rumania. The Service's two teams joined 33 extrication and 36 trauma teams from across the world. The Trauma team was the highest placed UK team in their category and was placed overall second behind a team from Portugal, and the Extrication team were also placed second in their category. Together, the Service's teams won more awards than any other Service.



We also showcased our response skills in a BBC documentary in January 2018. 'The River Wye with Will Millard' featured the water rescue skills and

capabilities of a crew from Hereford fire station and highlighted the hazards and hidden dangers of floods and open water.



Throughout the year, the Service took part in many practical exercises with partner organisations to help improve how we work with each other, to refine skills and promote joint working. Examples include:

a) Exercise Bermuda – a joint water/mud search and rescue exercise along the river Teme in Worcester working alongside the West Midlands Ambulance Hazardous Area Response Team.



b) Exercise Rising High – firefighters from Wyre Forest took part in further training at one of the residential tower blocks in Kidderminster, simulating a well-developed fire in a 9th floor flat. This was one of a series of six extremely realistic exercises involving flats over the last two years, which this year was planned to coincide with Wyre Forest District Council's testing of their Rest Centre Action Plan arrangements.



c) Annual Service Exercise – an exercise held in Wales with Mid and West Wales Fire and Rescue Service and West Mercia Police to tackle the aftermath of a terrorist attack involving several cars ploughing into market stalls and pedestrians. The exercise was an important part of the region's emergency planning arrangements for responding to major incidents and was extremely valuable in making sure the emergency services work well together in responding to any emergency quickly, effectively and safely.



d) Exercise Fallen Apples – crews from across the Service joined Herefordshire Council, West Midlands Ambulance Service, West Mercia Police, RAF Cosford and the Environment Agency to rehearse the region's civil and military resilience and joint response to a major incident involving an aircraft collision.



e) Exercise Pipe Dream – this was a scenario involving a waste oil tanker colliding with a gas cylinder cage causing a large fire in a warehouse holding hazardous and flammable waste. It was part of Worcestershire County Council's programme of reviewing its off-site Control of Major Accident Hazards (COMAH) plans with multi-agency partners involved in making the tactical decisions needed to manage the impacts of the incidents.



f) Exercise Marches Blackthorn (West Mercia Local Resilience Forum Major Incident Exercise) – a three day exercise simulating the multi-agency response to a large scale outbreak of Foot & Mouth disease in the region. As well as the emergency services, all local authorities were involved alongside the Military, NHS, the Animal & Plant Health Agency, the Environment Agency, Public Health England and representatives from

central government. The last major outbreak of Foot & Mouth disease in the UK, back in 2001, is estimated to have cost the country over £1bn.

Recruiting firefighters and volunteers

For the first time in almost 10 years, the Service began to recruit wholetime firefighters during 2017. Launching the recruitment programme, Chief Fire Officer Nathan Travis highlighted that the role of the 21st Century firefighter is not just about fighting fires and rescuing people, but also about “working closely with local communities to provide a growing array of educational and preventative services with partners, such as local schools, the police and NHS.”



The Service also continued its recruitment programme for on-call firefighters, who can respond to an emergency via alerters whenever they are needed, and also encouraged local people to become Fire Service Community Volunteers. The volunteers are involved in a wide range of activities from supporting educational campaigns and community safety events to taking part in operational training exercises, often acting as casualties. We believe this is a great way for local people to learn new skills and enhance their CVs, while also helping to keep themselves, families and friends safe.

To date, the Service’s current group of 21 active volunteers have clocked up over 10,000 hours, interacted with over 24,000 people, delivered 1,200 smoke house sessions and generated over 1,400 Home Fire Safety Checks.



To find more about how to join our Service, look for details on the Join Us section of our website.

Responding effectively

Bringing training, skills, techniques and equipment together successfully in the event of a large or complex incident is part of the day-to-day work of the Service's operational crews. Two of the incidents this year where our skills were put to the test were as follows:

a) Blackpole Trading Estate fire – 100 firefighters and 27 appliances tackled a severe fire that was developing and spreading quickly in a building housing 15,000 items of flat-packed and upholstered furniture, mattresses



and electrical goods. Bringing in further resources from the Police and Ambulance services and the Environment Agency, crews worked to bring the fire under control and save parts of the building and neighbouring businesses and to protect the environment. While challenging and complex, the incident was brought under control within four hours, which is testament to the skills and professionalism of our crews.



b) Helicopter rescue from Worcester Cathedral – when an elderly person fell ill at the top of the tower, fire and rescue officers were quickly able to establish that because of the height of the tower and narrowness of the staircase, the most effective rescue would be by using a helicopter. A helicopter was quickly despatched from Wales and carried out the rescue successfully. This was largely achieved because of extensive pre-planning and regular training at the Cathedral.



Providing the best equipment

During the year in a joint procurement exercise with six other Fire and Rescue Services, the Services acquired new replacement road traffic collision hydraulic cutting equipment. The state-of-the-art equipment will replace the existing 15 year old cutting gear on 39 front-line fire appliances.



Alongside new lighting equipment, new handheld radios and new automated medical external defibrillators, this upgrade is a good example of how limited resources can be best used to make careful and considered investment in the best tools, equipment and vehicles to ensure we can continue to deliver high quality front-line services for our communities.

Preventing Harm and Promoting Wellbeing

Many of our prevention and protection activities are well known throughout our communities, from carrying out Home Fire Safety Checks and fitting smoke alarms to providing advice on fire safety precautions to local employers, and helping people to be prepared in the event of emergencies such as flooding. Our work takes us into people's homes, schools, businesses, community centres and high streets. We know this helps to make a difference to people's lives, especially when we improve the safety and wellbeing of the more vulnerable members of our communities.

We work with partners such as health services, the police, local councils and voluntary groups to reach more people and add even more value to their work. We are also very visible and distinctive in our communities, which helps to build on our credibility and trust among local people and partner organisations.

Some of the initiatives delivered over the last 12 months are highlighted below to help demonstrate how our work can add even more value and make a bigger difference to people's lives and their livelihoods.

Safe and Well Visits

Last year, the Service started piloting Safe and Well Visits, which incorporate all the elements of Home Fire Safety Checks, but also look at health, social and lifestyle factors. Issues such as mobility, loneliness, frailty and hoarding are some of the topics assessed during a Safe and Well Visit, so that signposting to appropriate agencies for further support can be made. This not only helps to reduce the risk of fire, but also assists in improving the overall wellbeing of those visited. Community Safety technicians and Worcester firefighters have been involved in the pilot so far, with very positive feedback from people visited.

The pilot is also linked to the Admissions project, which assists in keeping people safe and well at home and helps to avoid admission to hospitals with GPs making referrals to the Safe and Well Visits.

Once the pilot is complete and has been evaluated, the aim is to roll out the initiative across the Service.

‘Good Sam’

This project was set up as a good cause by a London neurosurgeon to help improve the chances for someone suffering a cardiac arrest. It involves a simple phone app that alerts the Ambulance Service and up to three potential ‘good Samaritans’ with appropriate medical first response skills, who are close enough to respond if a person nearby has a heart attack. The aim is to build a network of potential responders who are trained to assist should they be needed. This is especially important in the more rural areas, where it may take some time before ambulance crews can arrive. A pilot is currently being tested in Bromyard with crew members, who are willing to respond on a voluntary basis. As well as the Ambulance Service, the phone app would alert our Fire Control, who can then alert close at hand firefighters able to respond, including taking the fire engine equipped with trauma equipment to the scene quickly to assist until the ambulance arrives. If adopted following the pilot, the Service would be the first fire and rescue service in the country to use the scheme.

Joining with partners to promote road safety

Reducing the number and severity of road traffic collisions has long been a central strand of our Community Safety strategy. This year, along with West Mercia Police and their Police and Crime Commissioner, we have acquired a seatbelt simulator sled. The sled helps to demonstrate the impact of a collision at just 4 mph, allowing the user to fully appreciate the importance of wearing a seatbelt, even when travelling at low speed. The sled will feature in the hard-hitting Dying2Drive programme targeting

young people as well as other community safety events. This is another example of emergency services working together to help make our roads and communities safer



Positive Role Model (PRIME) programme

The Service runs this programme in partnership with Bromsgrove and Redditch Borough Council’s Connecting Families team. The aim is to demonstrate how the positive role of firefighters in their work with young people, especially those at risk of offending, can help to change their lives for the better, build their confidence and sense of responsibility so they can make a positive contribution to society. This important initiative is also gaining keen interest and support from education professionals, who want to learn from this good example of preventing harm and promoting wellbeing.

Supporting Worcestershire County Council's Children and Young People's Plan

The Plan shows how agencies can work together to ensure children in Worcestershire are safer from harm, reach their full potential and make a positive contribution in their communities. The Service is fully involved in working to keep children and young people safe and well through initiatives such as PRIME above, the Dying2Drive road safety programme, Crucial Crew (a multi-agency safety initiative for young people), a new water safety scheme hosted by the Service, the Royal Life Saving Society UK and the University of Worcester educating children how to stay safe around water, school visits to fire stations and the popular Young Firefighters Association, which helps to give young people a wide range of life skills



Safety campaigns, events and support to charities

Throughout the year, we continued to support national safety campaigns and delivered many local community safety events. Among the wide range of topics covered were fires in the open and wildfire issues, student fire safety, high-rise fire safety and the importance of decluttering. Events supported include the Red Cross Great Spring Garden Event in April 2017, which highlighted our work in improving the lives and wellbeing of local communities, and attendance at Brighton and Worcester Pride events to help recognise the importance of promoting the LGBT community. Our support to charities included the White Ribbon Campaign against domestic abuse and sexual violence, the Macmillan coffee morning and Stand Up To Cancer, where firefighters from Evesham fire station donned orange tutus and knee high socks to help encourage people to raise funds for Cancer Research UK.



Promoting wellbeing across the Service

As highlighted in the Service's People Strategy, it is important to ensure our workforce is fit and well, both physically and mentally. Over the last year, we have supported several events and initiatives that promote good health and wellbeing. Among these were:

The Service and West Mercia Police have appointed a joint chaplain for both services. This role is about helping people at work to make the most of their experiences, celebrating the positive and facing the negatives, and offering a listening ear for all staff, whatever their own faith.

During Dementia Awareness week in May 2017, several sessions were held around the Service area to help people to understand more about what it's like to live with dementia and to learn how we can support people with dementia to live well. In this context, the Service along with Shropshire Fire and Rescue Service, West Midlands Ambulance Service and West Mercia Police have come together to publicly pledge their commitment to work towards being dementia-friendly organisations. The Service also continues to work closely with the Alzheimer's Society, Age UK and local dementia groups to ensure vulnerable people with dementia are protected against the risks of fire.



As part of the Service's ongoing commitment to reducing stress in the workplace and removing the taboos about mental health, we supported the National Stress Awareness Day in November 2017 and Time To Talk Day in February 2018, which encourages everyone to have a conversation about mental health. Our aim continues to be to make everyone who works at the Service feel they can be open about their mental health and able to ask for support if they need it.

Community Risk Dashboard

The following chart provides a summary of Community Risk activities over the year. Further information on the range of initiatives can be found in

quarterly performance reports to the Fire Authority and on the News & Events page of the Service website.



Work to complete

Our work to be completed in 2018-19

This section provides an overview of the main areas of work we will be focusing on over the next 12 months. This work will support both our Saving More Lives vision and the delivery of the CRMP 2014-2020 Action Plan.

The Action Plan covers five themes through which we contribute towards making a real difference to the lives and livelihoods of communities across

the two counties. By weaving the values of Saving More Lives into our work, we aim to make even more of a difference in the coming years. The themes are shown in the table below.

CRMP Theme	Objectives 2014-2020
1 Prevention	Delivering activities that aim to stop incidents happening in the first place
2 Protection	Making sure buildings where people work, shop and visit are as safe as possible
3 Response	Being able to act quickly, safely, effectively and efficiently in the event of an emergency
4 Resilience	Being as prepared as possible for whatever emergency might happen
5 Organisational Support and Development	Making sure the Service is able to deliver its main responsibilities

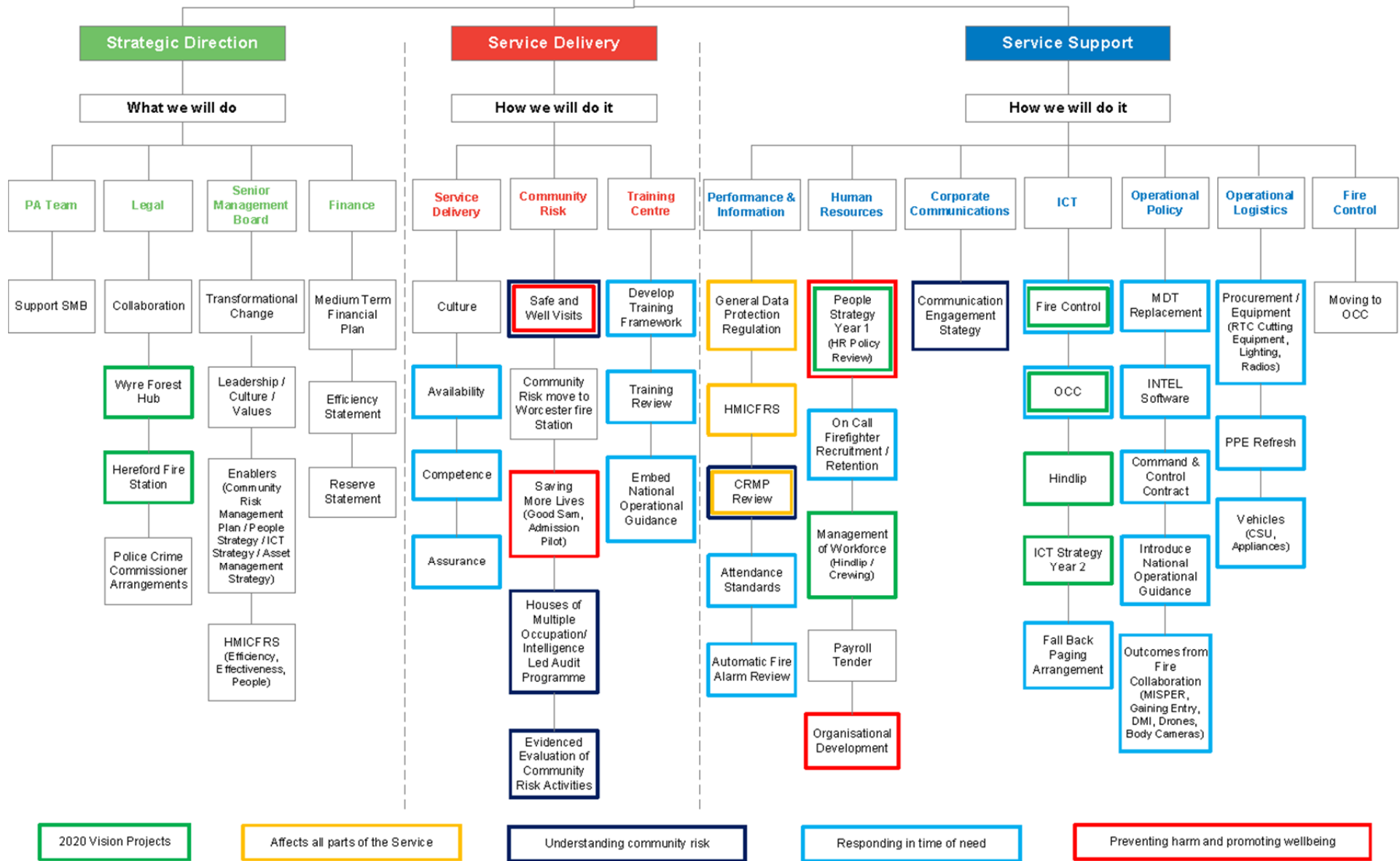
Summary of CRMP Action Plan priorities for 2018-19

This year's Action Plan has been organised into a chart to provide an immediate visual of the range of work planned for 2018-19. The chart shows that the work is organised under three functional headings: Strategic Direction, Service Delivery and Service Support. Each of these headings has a number of Service leads responsible for delivering the priority actions, which are then set out under each heading.

In many instances, the priority actions also have a direct link to Saving More Lives, and this is indicated by a simple colour scheme in the chart. For example, under the Community Risk section of Service Delivery, the

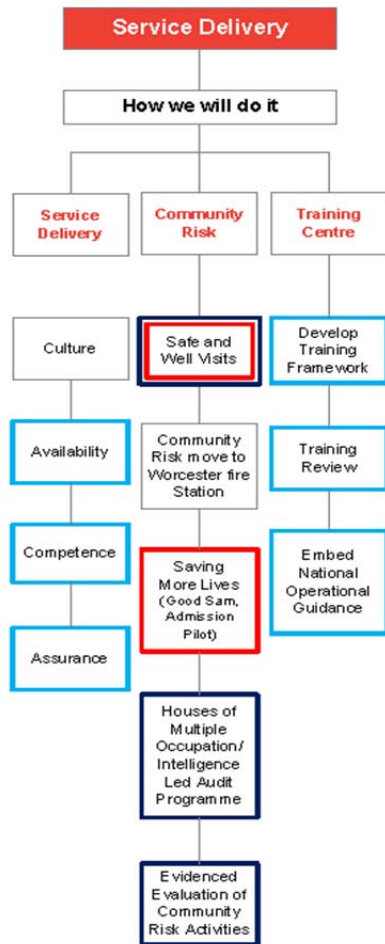
'Safe and Well Visits' priority links to both the 'Understanding Community Risk' and 'Preventing Harm and Promoting Wellbeing' strands of Saving More Lives, as shown by the colour coded boxes.

The chart is then broken down into the Service Delivery and Service Support headings to highlight some of the priorities for 2018-19 in more detail.



2020 Vision Projects Affects all parts of the Service Understanding community risk Responding in time of need Preventing harm and promoting wellbeing

Service Delivery: CRMP 2018-19 Action Plan



	Service Delivery priorities 2018-19	Purpose of the activity
a)	Culture: assurance of Service values	To outline a philosophy that shows our commitment to a way of working in which we will always operate fairly and ensure dignity and respect in the workplace and in the communities we serve, in an environment which values individual contributions and works towards the elimination of unlawful discrimination.
b)	Availability: ensuring crewing capacity and resilience across the whole Service	To ensure we provide our communities with sustainable high quality firefighting, rescue and preventative services. This will include the introduction of modern, flexible and attractive working conditions that encourage diversity; maintaining fire cover including reviewing the number of operational managerial posts and resolving any allowances issues; creating savings of around £300,000; and investing in the growth of the Retained Duty System.

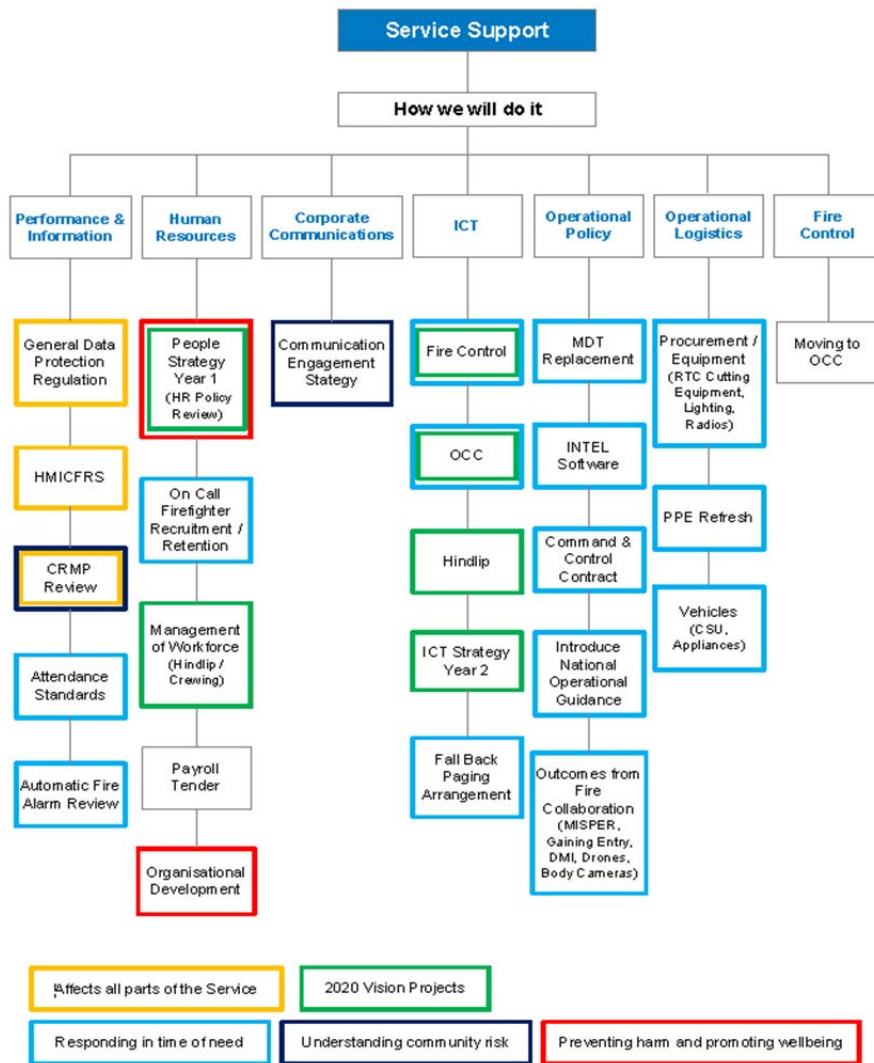
Affects all parts of the Service
2020 Vision Projects
Responding in time of need
Understanding community risk
Preventing harm and promoting wellbeing

c)	Competence: safeguarding training	To link in with the roll out of Safe and Well Checks service-wide and ensure crews are providing the best quality service to the community.
d)	Assurance: assuring the delivery of the service core purpose	To ensure we provide our communities with sustainable high quality firefighting, rescue and preventative services.

	Community Risk priorities 2018-19	Purpose of the activity
a)	Safe and Well Visits: an enhancement of the Home Fire Safety Check programme to incorporate health and wellbeing	To improve the health and wellbeing of the community via a robust referral process agreed with partner agencies, with a view to reducing demands upon health and care providers within the Service area.
b)	Community Risk move to Worcester Fire Station	To enable improved links with the community as well as closer working with the Police's Harm Hub, which will also be sharing this location.
c)	Saving More Lives (Good Sam, Admissions pilot)	To support other agencies through early response and intervention to help improve the health and wellbeing of the community.
d)	Houses of Multiple Occupation/ Intelligence Led Audit Programme	To develop collaborative working to help ensure the safety of the most vulnerable persons and groups in the two counties; and to enable the future sharing of information and intelligence which will continue to provide positive outcomes.
e)	Evidenced Evaluation of Community Risk Activities	Through robust and evidenced evaluation procedures the Community Risk department will be able to assess the effectiveness of activities in targeting those most at risk within the community.

	Training Centre priorities 2018-19	Purpose of the activity
a)	Develop Training Framework	To ensure that training delivery is needs based, delivers high quality, provides a quantifiable return on investment, and gives assurance that the training delivered is relevant and meets staff and community needs.
b)	Training Review	To ensure the training plan is fit for purpose, takes account of any future collaboration with others, and provides assurance that the Service is capable of delivering high quality, targeted training in the most appropriate and cost effective way.
c)	Embed National Operational Guidance for Fire (NOG)	To align operational training to NOG, providing assurance that it meets nationally recognised standards and guidance.

Service Support: CRMP 2018-19 Action Plan



	Performance & Information priorities 2018-19	Purpose of the activity
a)	General Data Protection Regulation: a statutory obligation we must be compliant with	To provide reassurance to staff and the public that we adhere to current requirements for the protection of data to maintain required levels of privacy.
b)	HMICFRS: independent inspection of all fire and rescue services	To ensure the Service meets high standards of effectiveness, efficiency and support to the workforce.
c)	CRMP 2014-2020 Midpoint Review	To update the CRMP 2014-2020 and to ensure it continues to drive risk management through to 2020.
d)	Attendance Standards	To review performance to ensure the time to attend an incident is minimised, and to include the findings in the next CRMP.
e)	Automatic Fire Alarm review	To review current policies for responding to this type of incident, and to include the findings in the next CRMP.

	Human Resources priorities 2018-19	Purpose of the activity
a)	People Strategy – Year 1:	To prioritise activities to support the delivery of the People Strategy.
b)	On Call Firefighter Recruitment and Retention	To address issues of recruitment and retention of on call firefighters and improve the availability of crews across the Service with fewer turnovers of staff.
c)	Management of Workforce	To facilitate the changes to working conditions for all personnel in relation to proposed crewing changes and the move of SHQ to Hindlip.
d)	Payroll Tender	To ensure the new payroll system is more efficient and pays employees accurately and on time.
e)	Organisational Development	To implement the equality objectives and assist in delivering the commitments of the People Strategy.

	Corporate Communications priorities 2018-19	Purpose of the activity
a)	Communication Engagement Strategy	To supporting the overarching corporate strategy and vision, and to assist the organisation in engaging effectively with its stakeholders including local communities. The strategy also aims to ensure that the Service brand and reputation is protected and enhanced.

	ICT priorities 2018-19	Purpose of the activity
a)	Fire Control (replacement of the unsupported Integrated Communication Control System)	To provide the Service with fully compliant access to the modern Emergency Services Network (ESN).
b)	OCC (migration of Fire Control mobilising system to the Joint Operational Communications Centre)	To enhance collaboration between Fire and Police leading to more effective mobilisation, greater efficiency and shared intelligence.
c)	Hindlip (co-location of Service headquarters to West Mercia Police headquarters)	To improve collaboration between Fire and Police leading to greater efficiency, effectiveness and intelligence sharing.
d)	ICT Strategy – Year 2	To improve the Service ICT processes so that they enhance the delivery of all activities supporting the corporate strategy and priorities.
e)	Fall Back Paging Arrangements (changing the contract for officers' pagers)	To ensure continued communication with operational staff is maintained if mobile phone calls and text messages fail to arrive.

	Operational Policy priorities 2018-19	Purpose of the activity
a)	MDT Replacement	To replace out of date Mobile Data Terminals with updated software and Improved Wi-Fi to allow remote updates, which ensure crews are provided with up to date data including risk information.
b)	INTEL Software	To update software to ensure information is processed more efficiently making it available to crews sooner.
c)	Command & Control Contract	To review and extend the contract to provide hardware support at all times to ensure the correct level of technical support is available to resolve any faults in the system. This will enable 999 calls to be processed and assets deployed in line with expected standards.
d)	Introduce National Operational Guidance	To ensure operational guidance is available to response personnel and is aligned with industry best practice to allow more effective response, and to amend guidance in all areas against outcomes from national incidents.
e)	Outcomes from Service Collaboration	To work closer with other emergency services to gain a greater understanding of policies and procedures, which will improve effectiveness when attending multi-agency incidents. Additional outcomes may include financial efficiencies, examples of which may include joint procurement and shared training opportunities.

Operational Logistics priorities 2018-19		Purpose of the activity
a)	Procurement/ Equipment: replacement and updating of equipment including Road Traffic Collision cutting equipment, lighting, fire-ground radios and new defibrillators	To obtain the most effective and efficient equipment to future proof capabilities and enable crews to be equipped and trained in using the most up-to-date equipment. This will include upgrading fire-ground radios to modern technology in line with the new Emergency Services Mobile Communications Programme.
b)	PPE Refresh: improvements to operational fire kits	To ensure the provision of new and improved Personal Protective Equipment and training to help maintain firefighter safety.
c)	Vehicles: replacement of fleet vehicles including a new Command Support Unit (CSU), new fire engines including larger water-tanks, and new officer and station cars	To improve the availability of efficient and reliable vehicles with lower maintenance costs and reduced environmental impacts.
Fire Control priorities 2018-19		Purpose of the activity
a)	Move to OCC	To ensure the migration of the mobilising system and Fire Control staff to the Joint Operational Communications Centre leading to more effective mobilisation, greater efficiency and shared intelligence.

Resourcing the future: financial information

This section shows what the Fire Authority spends and breaks it down into the on-going running costs and major capital investments.

As at the end of March 2018			£m
Wholetime firefighters	40%	Employees	21.6
On-call firefighters	39%	Fleet & Equipment, ICT, property	5.7
Support/Enabling staff	18%	Capital financing *	2.8
Fire Control staff	3%	Other running costs **	2.1
Total number of employees (Full-Time Equivalent - FTE)	580.7	Total	32.2
Total Headcount	743		

* Capital financing is interest and provision to repay loans.

** Other running costs include; training costs, community safety materials, payroll services, legal costs, Fire Authority costs, and insurances.

Summary of our resources	How the Service is paid for	£m	%
27 fire stations	Herefordshire and Worcestershire Council Tax payers	22.7	70
41 frontline fire engines	Herefordshire and Worcestershire Business Rate payers	2.5	8
28 specialist vehicles, including all-terrain vehicles, aerial appliances and boats	National Tax payers : Government grants, etc.	6.7	21
Training Centre	Fire Authority Reserves	0.3	1
4 Strategic Training Facilities	Total	32.2	100
Fire Service Headquarters			
Operational Logistics Centre			
Urban Search and Rescue facility			

The annual cost of the Service to the average Band D is £81.90. This is above the £76.62 average for comparable Fire Authorities in 2018-19, but is significantly below the highest cost of £100.53. One of the reasons

for this is the relatively low level of grant received by this Authority compared to others, because of the way the national formula works.

Capital investment: 2018-18 to 2021-22

The table below provides details of the Authority's estimated investment in major capital schemes, such as major building works and purchase of fire engines.

Unlike revenue expenditure, this is funded through borrowing, with only a small proportion funded through central government grants.

	£m
Fire Stations / Training Facilities	19.7
Vehicles and Equipment	8.5
ICT / Minor Building Works	4.4
Total	32.6



Closing the Budget Gap

Core grant information is only available to 2019-20 after which funding projections become much more difficult. In this period the Government will be reviewing public spending, including:

- the total size of public spending
- the relative distribution between major spending blocks (e.g. Health, Education and Local Government including Fire)
- the relative distribution within spending blocks (e.g. Fire, Adult Social Care, etc.)
- the distribution of the Fire 'pot' between different Fire Authorities

In simple terms we do not know the size of the cake, nor the size of our slice. It is fair to say, however, that expectations of further reductions in funding are highly probable.

At the same time the Government is consulting on allowing Local Authorities to keep 75 per cent of business rates collected locally, rather than the 50 per cent currently. It is still not clear whether or not Fire will be in this regime, nor how the inevitable resources redistribution impact will be dealt with.

It has been possible to make a prudent estimate of the funding position, but the assumptions will be different from other Authorities as the impacts

are different and they may require a different approach in order to be prudent.

Although income from Council Tax will rise over the period as more houses are built, and as Band D Council Tax rises in line with Government expectations (3 per cent in 2019-20 and 2 per cent each following year), the need to provide for pay awards, inflation and the loss in grant funding means that expenditure exceeds core resources over the next few years.

This gap peaks at £1.8 million in 2020-21, after which a number of long-term efficiency initiatives will start to deliver significant annual savings. These include the relocation of Service Headquarters to the West Mercia Police estate at Hindlip Park, Worcester, the Wyre Forest Emergency Services Hub, collaboration on Fire Control and crewing arrangements.

This will enable the gap to fall back to £0.6 million by 2023-24. In order to avoid making unnecessary cuts to services, the Authority will be using reserves previously built up through cautious and prudent financial management to smooth these gaps through to 2023-24.

In practical terms, this means that by 2022-23 the Authority will need to have identified around £0.6 million of further annual savings. However, if the number of new houses paying Council Tax averaged 1.1 per cent each year, rather than the 0.94 per cent currently forecast, this gap would disappear.

What you think

What do you think of our Annual Report?

We welcome any views you have on the content of this Annual Report or the way in which Hereford & Worcester Fire Authority delivers its services.

If you have any comments or would like to contact us about any issue, 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



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Facebook www.facebook.com/hwfire

Alternatively you may write to:

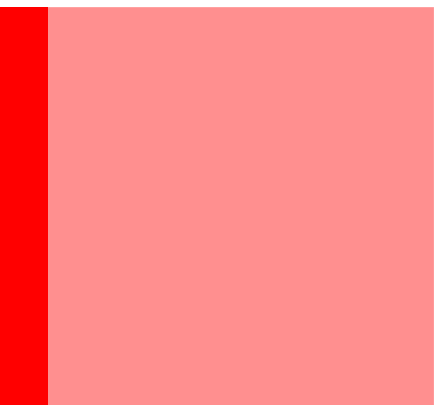
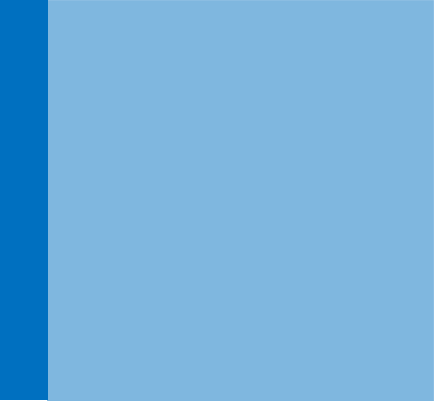
Hereford & Worcester Fire and Rescue Service Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester,
WR5 1JR

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.

Your right to know: access to information

Hereford & Worcester Fire and Rescue Service collects and maintains information and data to enable it to carry out its statutory duties. A great deal of information on the Service is already available in the public domain through our [Publication Scheme](#) and [Transparency](#) webpage. Service staff will help you obtain the information you want unless disclosure would be against the law. You have a right to request information under the Freedom of Information Act 2000, which gives you

a general right of access to recorded information held by the Service. The Act is designed to ensure greater accountability, as well as to promote a more open culture. If you want to know what personal information is held about you, you can make a request under the Data Protection Act 1998. To find out more, please follow the link: [Your Right to Know](#)



Hereford & Worcester Fire and Rescue Service

2 Kings Court Charles Hastings Way Worcester WR5 1JR

t: 0345 122 4454 e: info@hwfire.org.uk w: www.hwfire.org.uk



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