

## Our Vision

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

## Our Core Purpose

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



Hereford & Worcester  
Fire Authority

# Annual Report 2019-20

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The Annual Report summarises our work over the last year and sets out our plans for the coming year. To get a fuller perspective, we recommend you look through the pages of the [Service website](#) and our reports to the Fire Authority.

You can also find more information on the new [Fire and Rescue website](#) created by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service to highlight the work of all 45 fire and rescue services in England including the results of their inspections.

## Foreword

We are pleased to introduce the 2019-20 Fire Authority Annual Report. The report provides an overview of our work over the last twelve months and looks ahead to the new year.

Fire and rescue services remain firmly in the public spotlight as the government's Fire Reform programme continues to develop. All aspects of our work are being examined, from how well we are run to how well we do our jobs.

Over last summer, inspectors from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) carried out an in-depth review of our Service, focusing on how effective and efficient we are and how well we look after our people. Their report found we were good at keeping communities safe and doing our job effectively, but it also found areas where we could use our limited resources more efficiently and support our workforce better.

We were reassured that the report aligns very much with our own self-assessment of the Service and the areas that we have already prioritised for improvement. There is more detail of the inspection and our improvement plan in the HMICFRS Inspection section of this report.

One of the first things we have done is to renew our overall purpose and we are also reviewing our ways of working, so that they can take us forward in the light of the challenging financial environment and the changing demands on our Service. We have adopted a new Core Purpose, Vision and Mission Statement that embodies both the aims of the Fire Reform programme to make all fire and rescue services more efficient, accountable and professional, and which also echoes the principles set out in the Fire and Rescue National Framework.

We have also recognised that we needed to fine tune our Core Values to ensure they reflect more positively the ways in which we want to work with the public and our partners and to give clarity and focus on how we want our own organisation to act and behave. Further details on our Core Purpose and Values are set out in the *Renewing Our Core Purpose and Values* section of this report.

Our work with others has continued throughout the year including the development of the Safe and Well Visits programme, a series of fire safety advice sessions to residents and owners of high rise buildings in the wake of the Grenfell Tower tragedy, the start on site of the new Wyre Forest Emergency Services Hub building, and a

wide range of multi-agency collaboration initiatives and exercises. We also formalised our continuing work with Shropshire Fire and Rescue Service by establishing a Fire Alliance, which will give us improved capacity and resilience and will help to make sure we can continue delivering our services successfully into the new decade.

Another milestone in the year was the completion of our Headquarters relocation alongside West Mercia Police at their Hindlip Park campus in Worcester. This brings both emergency services' senior management, control and support services together in the same place, and we believe this will bring many benefits over the years as we share a joint focus on keeping our communities safe.

This coming year we will be starting work on our new strategic plan for 2021 to 2025 – the Community Risk Management Plan (CRMP). This integrated risk management plan assesses risks in our local areas and sets out how we will tackle them to keep our communities, our environment and our workforce as safe as possible. We will be working on this with Shropshire FRS, who are also preparing their new risk management plan, so that we can share our approach across the wider West Mercia area.

During the year, we attended 7,501 incidents, an increase of 570 over the previous year, but still 9 per cent lower than 10 years ago.

About a third of the increase was because of an upsurge in grassland, woods and crop fires, mostly during the 2018 summer heatwave. We attended 25 more road traffic collisions than last year, but were called to fewer flooding and animal rescue incidents. False alarms still make up the majority of incidents we attend (45 per cent of all incidents), though the number of automated fire alarms from businesses and commercial premises was down from last year. There's a full summary of incidents in the Our Performance section later in this Annual Review.

Funding remains a challenge for the Service and we continue to find ways to balance our resources against the risks to make sure we can carry out our work effectively and efficiently. There are still challenging years ahead. The Service will need to continue to reduce its annual revenue budget further, with a "worst-case" scenario potentially requiring a further £1.2 million savings per year by 2023-24. See the 'Closing the Budget Gap' section on page 58 below for further information.

We should also update you on the Service's proposed change of governance. Last year we reported that the West Mercia Police and Crime Commissioner (PCC) had been given the go-ahead from government to take on the role of the Fire Authority. However, the current Fire Authority, together with Shropshire & Wrekin Fire

Authority, submitted a judicial challenge against the government's decision, arguing that the evidence did not support the proposed move to the PCC on the grounds that it would not realise overall value for money for the public, when compared to what the existing Fire Authorities could achieve together. The judicial review hearing is scheduled for early June 2019.

As you can see, we've been making many positive changes to take us forward and there is a lot for us to do in the coming year. We believe that everything we are doing will help us through the challenging years ahead. We also recognise that we would not be able to achieve this without the support and guidance of our Fire Authority elected members and the hard work and professionalism of our workforce. We would like to record our appreciation for all their efforts over the last twelve months in keeping our communities safe.

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

## The Fire Authority

Hereford & Worcester Fire Authority is 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 West Mercia Police and Crime Commissioner (PCC) in a non-voting capacity.

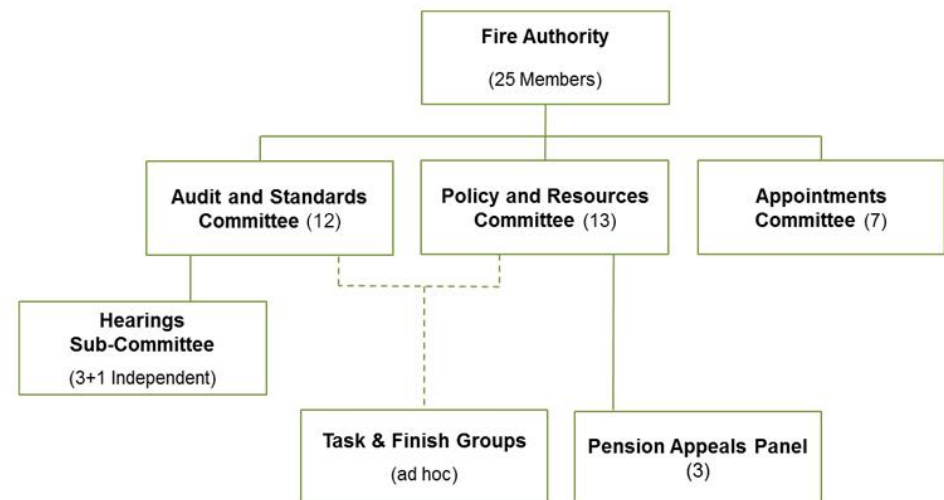
The Authority makes sure the Service carries out its duties as set out in the [Fire and Rescue Services Act 2004](#); namely fire prevention, fire safety, firefighting and rescues, including road traffic collisions and other emergencies such as flooding.

As well as setting the budget and approving the overall direction for the Service, the Authority 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.

During the year, Members of the Authority and the PCC also attended the annual service exercise and other events, in order to keep updated on how the fire and rescue service works with other organisations to save more lives.

The current structure of the Fire Authority may change once the outcome of the judicial review of the government's decision to approve the change of governance to the PCC is known. If the Home Secretary's decision to approve the PCC's case to take on the governance of the Service is upheld, appropriate changes to the constitution and scrutiny arrangements of the Service will be required.





## 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 738 members of staff (570 full-time equivalent – FTE – because many of our staff work part-time hours). Firefighters make up approximately 80 per cent of the workforce (233 wholetime and 366 part-time), assisted by professional teams providing support and enabling services such as financial, human resources and legal services . There are also 22 Fire Control officers, who are the frontline for receiving emergency calls and deploying crews to incidents.

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

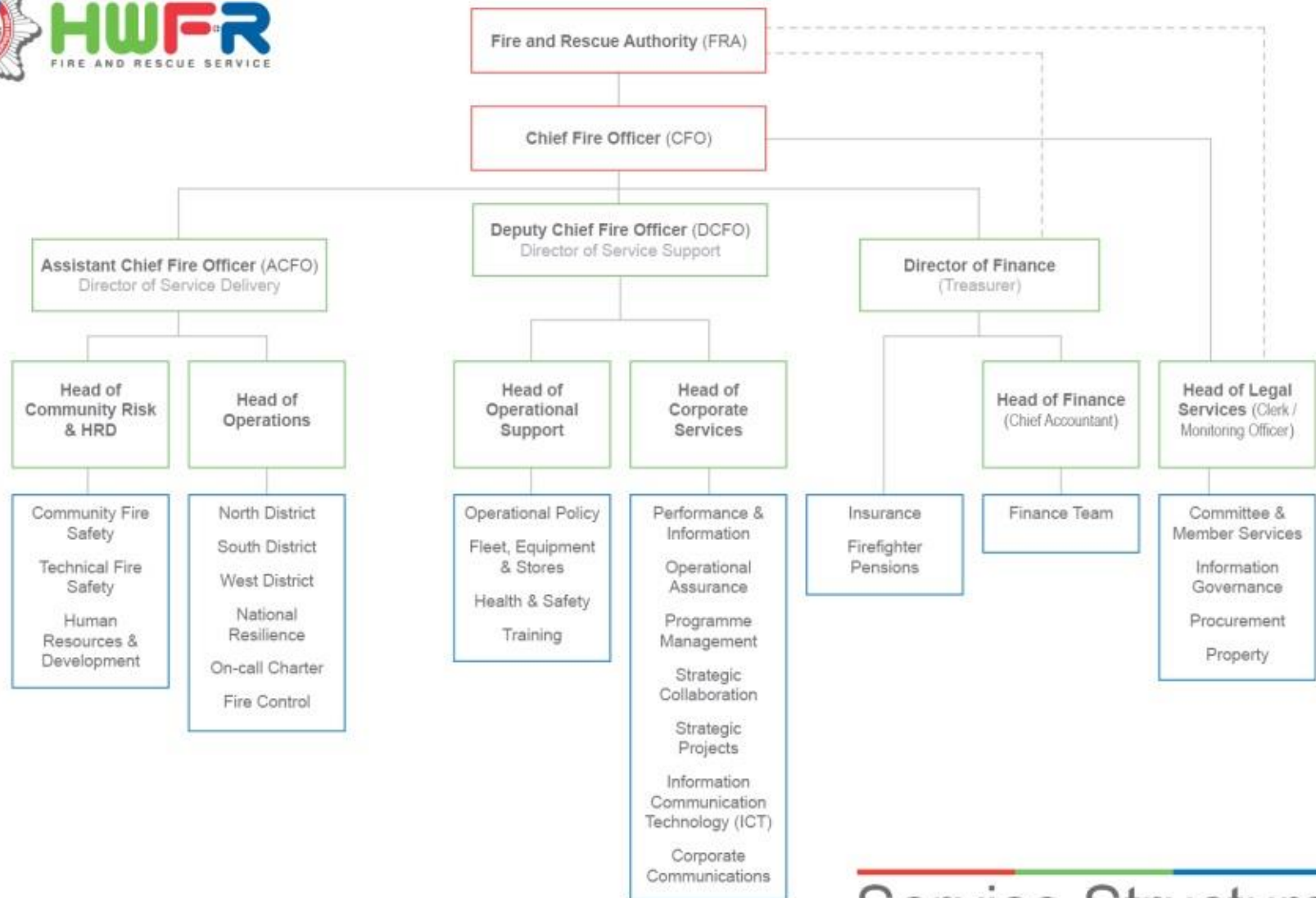
The Service is structured into three directorates – Service Delivery, Service Support and Finance. Most staff are directly involved in delivering prevention, protection, response and resilience services. These services are designed to keep the communities of Herefordshire and Worcestershire as safe as possible by working with local people, partner organisations and businesses to try to make sure emergency incidents don't happen in the first place, as

 HEREFORD & WORCESTER <b>HWFR</b> FIRE AND RESCUE SERVICE <b>Workforce*</b>	<b>233</b> Wholetime Firefighters (232 FTE)	<b>366</b> On-Call Firefighters (219 FTE)
	<b>40.7%</b>	<b>38.4%</b>
 <b>Assets</b>	<b>22</b> Fire Control Staff (19 FTE)	<b>117</b> Support Staff (100 FTE)
	<b>3.4%</b>	<b>17.5%</b>
	<b>27</b> Fire Stations	<b>41</b> Fire Engines

\* all percentages based on FTE numbers (rounded)

well as being able to respond promptly and effectively to any emergencies that do occur.

The full range of services is shown in the structure chart on the following page.



# Service Structure



## Renewing Our Core Purpose and Values

We appreciate that our Service is working through challenging times. There are ongoing financial pressures and changing needs and demands, but there are also new opportunities to take us forward into the new year and beyond.

So, over the last year, we have reviewed our overall purpose, vision and values and have looked closely at how we work to make sure we are firmly focused on making our communities safer. We have looked at why we are here, what we want to achieve and how we will do this.

### Core Purpose, Vision and Mission

Our new **Core Purpose** states simply why we are here:

“Keeping people safe from fire and other risks – responding efficiently and effectively to incidents and emergencies.”

This reflects our core work in prevention, protection and response and focuses firmly on keeping our communities safe.

Supporting our Core Purpose, we have our Vision and Mission statement. The Vision is aspirational, showing what we want to

achieve, while the Mission shows what we will do every day to try to achieve the Vision.

The **Vision** builds on and clarifies the ‘Saving More Lives’ vision first introduced in 2016:

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

Our **Mission** to achieve this has also been clarified:

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

### Core Values

How we carry out our Core Purpose is set out in our workplace values. These are the guiding principles that are most important to us about the way we work. They help us to identify the right ways of working and acting within our organisation and with the public and our partners, and they help us to make important decisions.

So we have looked again at our core values, previously included in our Ethical Framework and Code of Conduct document, and have refined them to bring out the most important values that give focus, clarity and direction for our workforce. Following extensive consultation across the workforce, we have highlighted the following values as our **Core Values**:

- 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 will create an inclusive environment which recognises everyone's experiences and opinions.

These core values are the foundation on which we carry out our work and conduct ourselves. They underlie how we relate to and interact with each other every day in everything we do.

## Organisational Strategies

Our Core Purpose tells us what we are here for. The Vision shows what we want to achieve and our Mission says what we will do every day. How we will do all this is set out in our Organisational Strategies.

The Community Risk Management Plan and the Medium Term Finance Plan are the overarching strategies that show how we will deliver our services. These are supported by a number of other strategies that describe how we will deliver the main priorities and objectives across the organisation, including their resource requirements.

Strategy	What this means
<b>Community Risk Management Plan</b>	<ul style="list-style-type: none"> <li>making changes to the way in which we provide our services, so we are able to balance our resources against risks and other demands</li> </ul>
<b>Medium Term Finance Plan</b>	<ul style="list-style-type: none"> <li>effectively forecasting, planning and making decisions on how best to use our resources</li> </ul>

<b>People Strategy</b>	<ul style="list-style-type: none"> <li>supporting our workforce to become more resilient and diverse</li> <li>making HWFRS a great place to work</li> <li>developing skills and embedding innovative leadership at all levels</li> <li>maximising wellbeing at work</li> </ul>
<b>Community Risk Strategy</b>	<ul style="list-style-type: none"> <li>keeping our communities safe by:               <ul style="list-style-type: none"> <li>reducing the number of accidental fires in the home, deliberate fires and road fatalities and injuries;</li> </ul> </li> <li>working with businesses to ensure they are protected; and</li> <li>working with partners to help improve the health and wellbeing of our communities</li> </ul>
<b>Asset Management Strategy</b>	<ul style="list-style-type: none"> <li>reviewing our property portfolio</li> <li>ensuring all our assets are fit for purpose</li> <li>planning well for future investment</li> <li>sharing assets when appropriate</li> <li>procuring goods and services effectively</li> </ul>
<b>ICT &amp; Data Strategy</b>	<ul style="list-style-type: none"> <li>supporting our workforce through smarter use of data and technology</li> <li>becoming more secure and joining up systems to help us improve our understanding of risk</li> <li>working more effectively with our partners and communities</li> </ul>

## HMICFRS Inspection

In March 2018, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) announced their intention to inspect all 45 fire and rescue services in England over the next 18 months. The Service was selected as one of the first 14 services to be inspected.

Over summer 2018, inspectors from HMICFRS carried out their in-depth review of the Service, focusing on how effective and efficient we are and how well we look after our people. Their report was published in December 2018, and this is [the link to the report](#).

Their report highlighted areas of good practice, such as our delivery of services to local communities, but it also found areas where we could be better, such as using our limited resources more efficiently and improving how we support and develop our workforce.

### Report findings

The inspection considered three main questions:

- how **effective** is the fire and rescue service at keeping people safe and secure from fire and other risks?
- how **efficient** is the fire and rescue service at keeping people safe and secure from fire and other risks?

- how well does the fire and rescue service look after its **people**?

The report highlighted our effectiveness as 'good', but found some areas 'requiring improvement' when considering efficiency and people.

### Effectiveness

The report considered that the Service was good at understanding the risk of fire and other emergencies, protecting the public through fire regulation, responding to fire and other emergencies, and responding to national risks.

Reassuringly, this means we are good at delivering the core services that residents of the two counties expect of us. In addition, the multi-agency enforcement work that the Service does with the Police, Trading Standards, HMRC, Environmental Health, Housing, Immigration Service, and the Gangmasters' Licensing Authority, was seen as notable practice.

However, the report identifies that we can further improve our services for preventing fires and other risks – and, to bring this in line with the report's recommendations, the Service is already planning to consider this area within our CRMP, together with



specifics such as the evaluation of the impact of prevention activity, and a review of the training requirements for the principles of safeguarding and vulnerability.

## Efficiency

The inspectors recognised that the programme of collaboration with the Police has contributed to making the Service affordable now and in the future, but that efficiency could be improved further by making better use of resources and roles. Action to address these points is already being progressed.



engagement and communication with current staff and members of the public interested in joining HWFRS; we have revised our promotion process; and we have involved our staff in determining our overall values. We are also looking at ways of ensuring we can monitor, review and evaluate our work effectively, so that we can demonstrate the impacts and benefits.

We have developed a plan to address any areas for improvement raised by the report and regularly report progress to the Fire Authority. The [improvement plan](#) will be updated quarterly and can be found on the Service website.

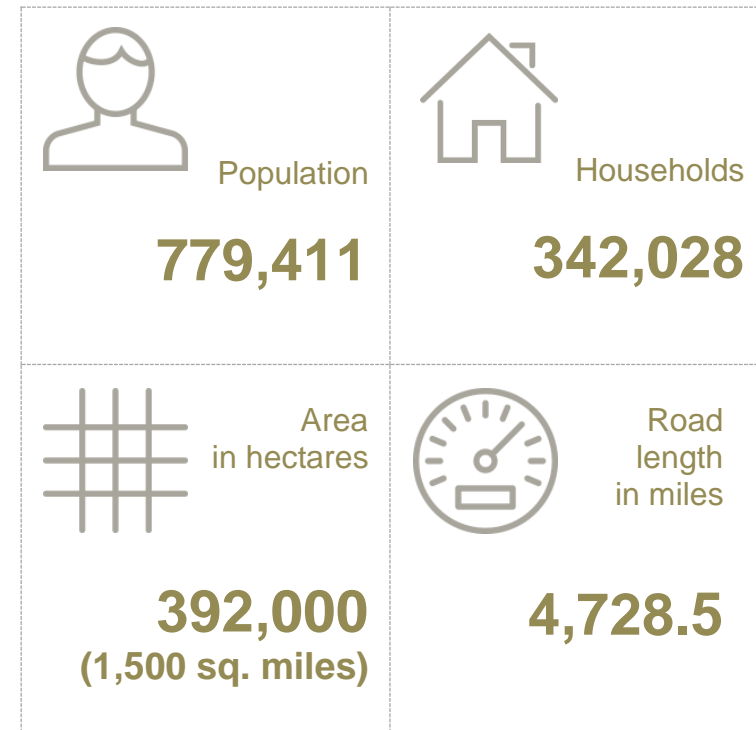
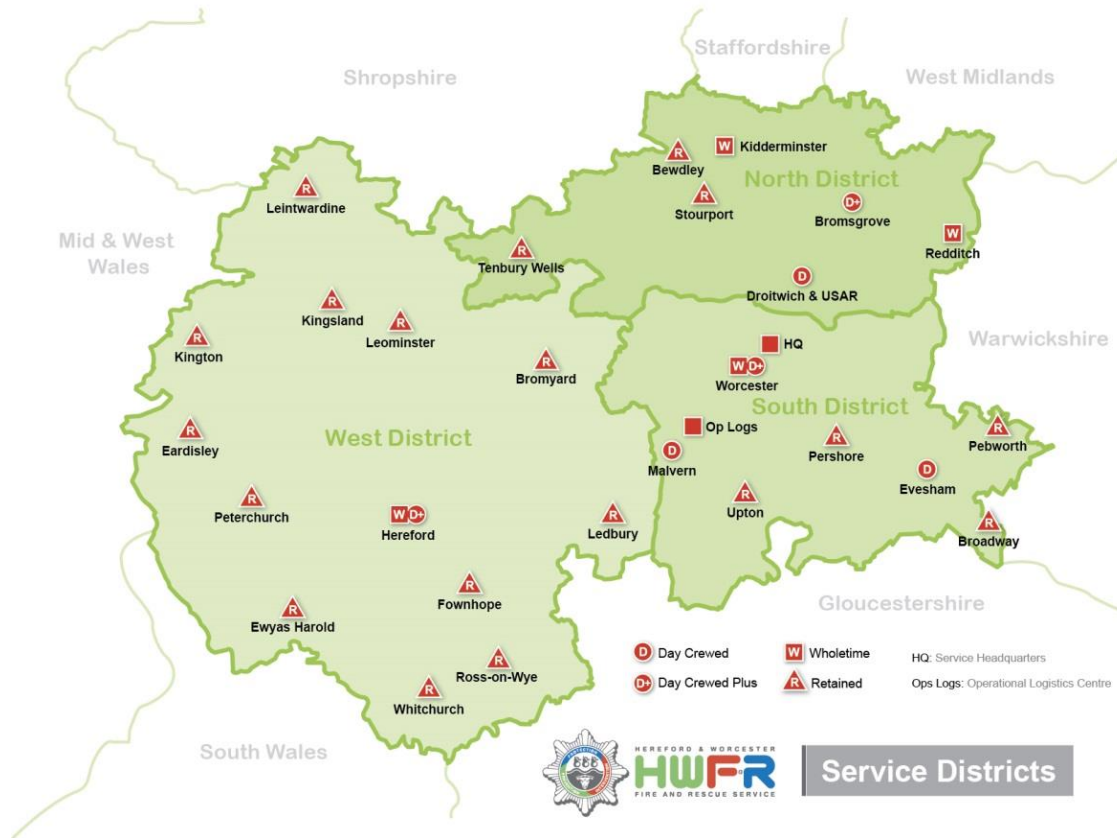
## People

The report states that we are good at getting the right people with the right skills in place, but that we could improve in other areas such as the promotion of our values and culture; ensuring fairness and promoting diversity; and better managing performance and the development of current and future leaders.



On a positive note, the report acknowledged that we were already aware of these issues and have been working hard to improve them. For example, we are already exploring how we can improve

## The Service Area



Almost 780,000 people live in the two counties, an increase of about 30,000 people since the 2011 Census. About three-quarters of the population live in Worcestershire, with just over 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 area is also crossed by over 4,700 miles of roads, including the M5, M42 and M50 motorways.

## Our Service Districts

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 at Hindlip Park, Worcester, which is also the campus for West Mercia Police Headquarters.

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 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.

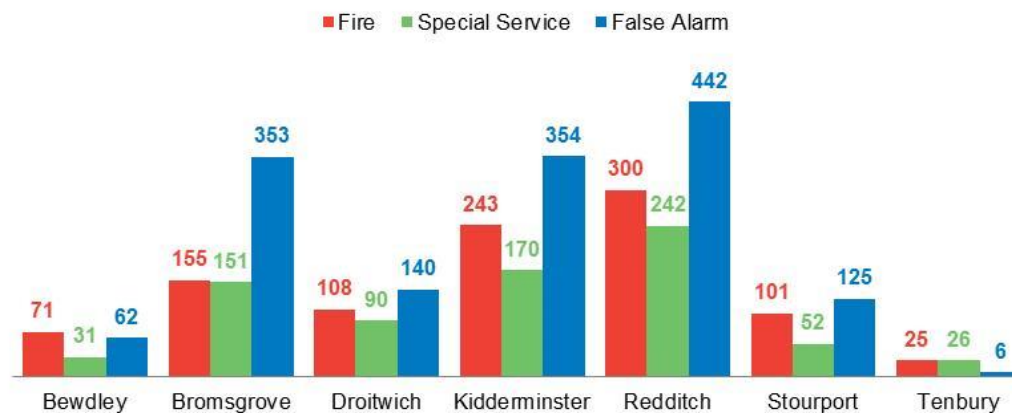
North District is currently served by seven fire stations. This will reduce to five fire stations in the next few years as the stations at Bewdley, Kidderminster and Stourport are to be relocated to a new Wyre Forest Emergency Services Hub serving the wider area.



<b>North District</b>	 Population	 Households	
	<b>283,513</b>	<b>122,750</b>	
<b>Incidents</b>		<b>3,247</b>	<b>+ 10.8%</b>
<b>Fire</b>		<b>1,003</b>	<b>+ 16.2%</b>
<b>Special Service</b>		<b>762</b>	<b>+ 3.5%</b>
<b>False Alarm</b>		<b>1,482</b>	<b>+ 11.3%</b>

There were 3,247 incidents across the District during 2018-19, an increase of 10.8 per cent over the previous year. The majority of incidents were false alarms (45.6 per cent of the total). The number of fires increased to 1,003 in 2018-19, largely because of an increase in loose refuse burning and railway trackside fires during the summer heatwave. Redditch remains the busiest station in the District, attending 984 incidents during 2018-19 (nearly one in three of all incidents in the District).

The table below provides the 2018-19 incident data for each fire station in North 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 account 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.

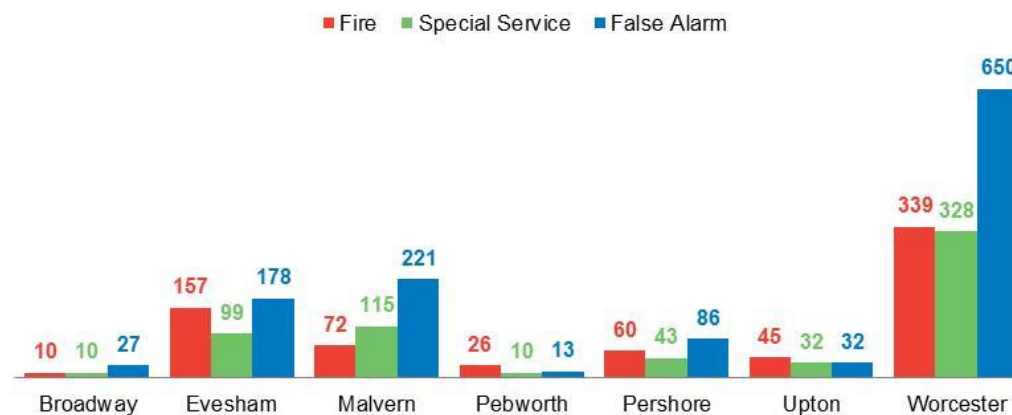
South District is currently served by seven fire stations.



<b>South District</b>	 Population	 Households	
	<b>304,857</b>	<b>135,291</b>	
<b>Incidents</b>		<b>2,553</b>	<b>+ 7.0%</b>
<b>Fire</b>		<b>709</b>	<b>+ 15.7%</b>
<b>Special Service</b>		<b>637</b>	<b>+ 11.8%</b>
<b>False Alarm</b>		<b>1,207</b>	<b>+ 0.3%</b>

There were 2,553 incidents across the District during 2018-19, an increase of 7.0 per cent over the previous year. As with North District, the majority of incidents were false alarms, with 1,207 incidents representing 47.3 per cent of the overall total in the District. This was, however, just a slight increase over the previous year. The number of fires attended was 709, an increase of 15.7 per cent compared to 2017-18, largely because of an increase in loose refuse burning and grassland fires during the summer heatwave. Worcester continues to be the busiest fire station in the Service, attending 1,317 incidents during 2018-19 (just over half of all incidents in the District and representing 17.6 per cent of all incidents in the Service area).

The table below provides the 2018-19 incident data for each fire station in South District.

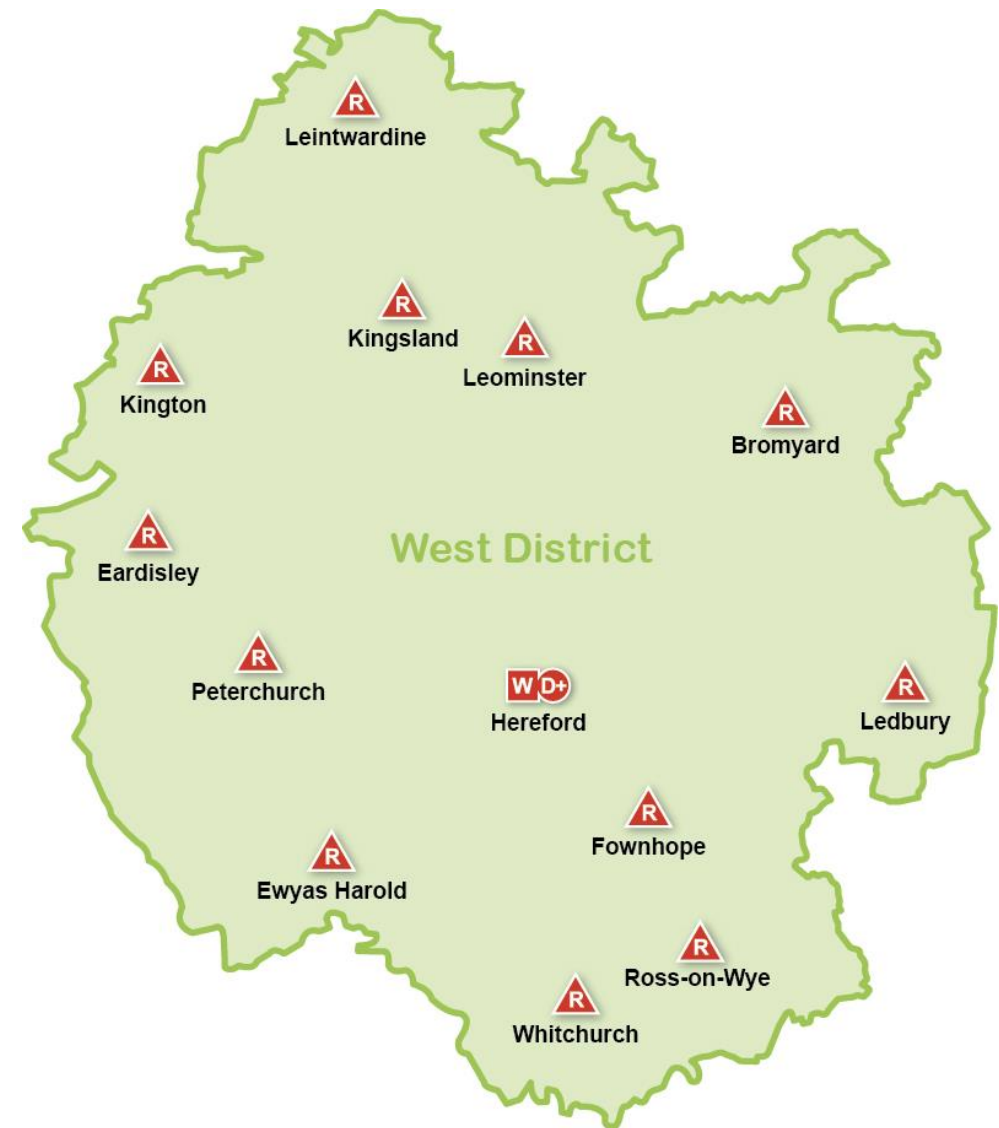








## West District

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 including Hereford Cathedral. Although mainly rural with extensive areas of farmland, Herefordshire also contains several large industrial sites including the Rotherwas Industrial Estate to the south of Hereford.

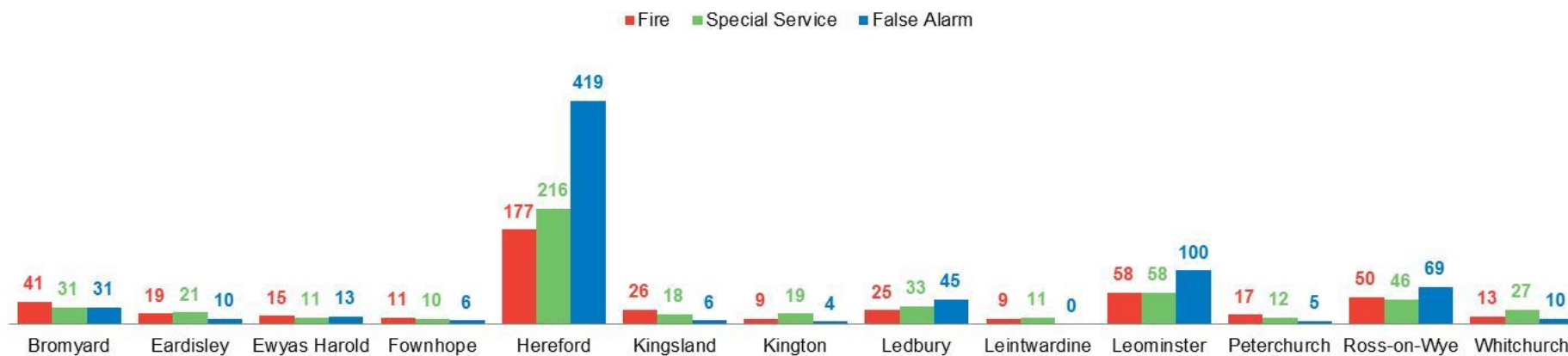
West District is currently served by 13 fire stations.



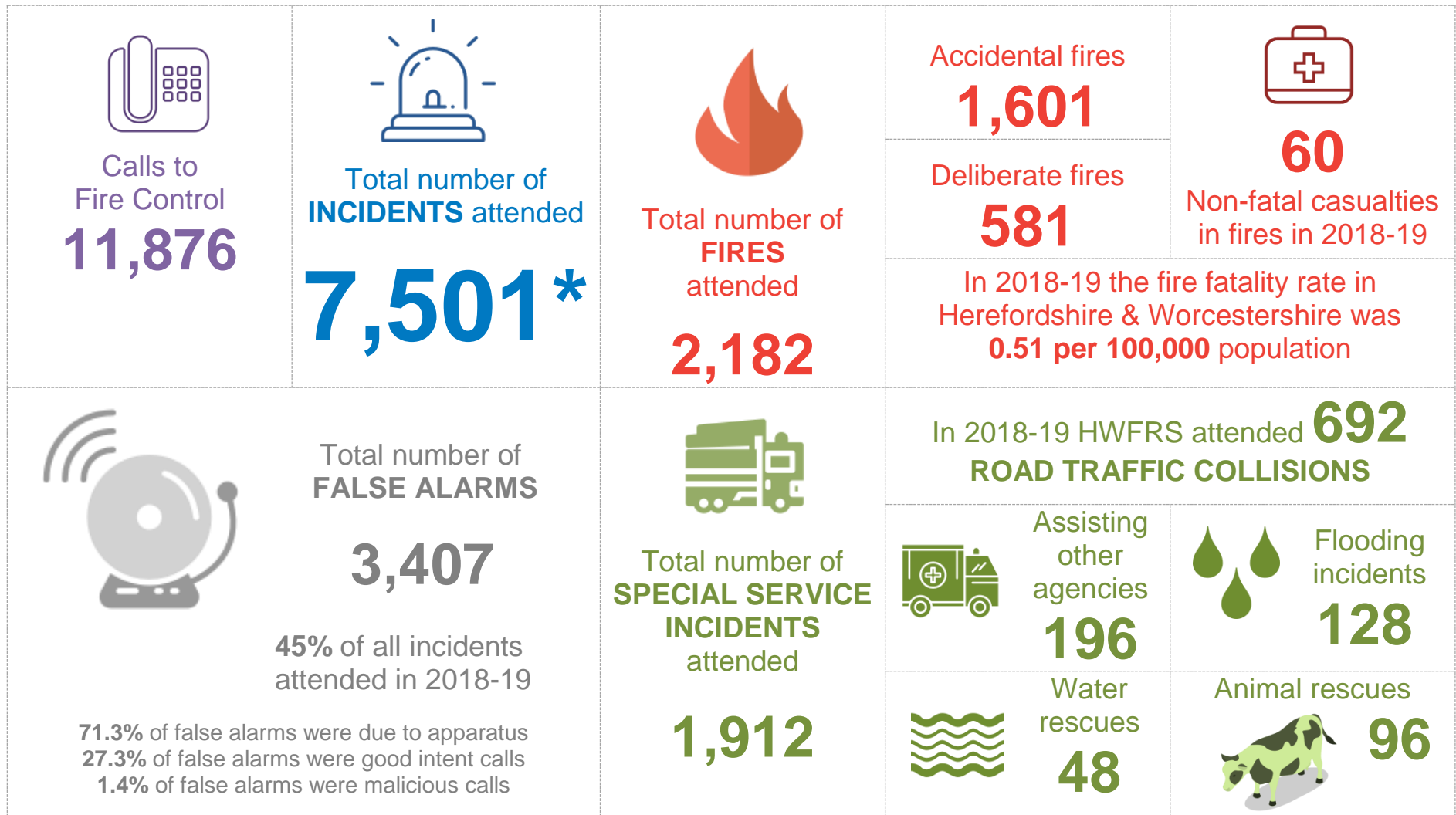
<b>West District</b>	 Population <b>191,041</b>	 Households <b>83,987</b>
<b>Incidents</b>	 <b>1,701</b>	<b>+ 5.4%</b>
<b>Fire</b>	 <b>470</b>	<b>+ 11.4%</b>
<b>Special Service</b>	 <b>513</b>	<b>+ 17.1%</b>
<b>False Alarm</b>	 <b>718</b>	<b>+ 4.8%</b>

There were 1,701 incidents across the District during 2018-19, an increase of 5.4 per cent over the previous year. The majority of incidents were false alarms, representing 42.2 per cent of the total for the District. The number of fires attended was 470, an increase of 11.4 per cent over 2017-18, largely because of an increase in loose refuse burning and grassland fires during the summer heatwave. The rise in the number of special service incidents includes a 105 per cent increase in assistance given to other agencies. Hereford was the busiest fire station, attending 812 incidents during 2018-19 (47.7 per cent of all incidents in the District).

The table below provides the 2018-19 incident data for each fire station in West District.



## Our Performance in 2018-19: at a glance







\* this is 570 incidents more than last year, but almost half (49.5%) is accounted for by an increase in grassland and outdoor fires, largely during the summer 2018 heatwave

The Service attended 7,501 incidents in 2018-19. This was 570 incidents more than last year, an increase of 8.2 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 9 per cent lower than 10 years ago. However, we cannot be complacent and all increases will be examined in detail as part of this year's CRMP process.

While there was an overall increase in the number of incidents, this is primarily accounted for by a 35 per cent rise in the number of grassland and other outdoor fires in the year, particularly during the July 2018 summer heatwave. The number of road traffic collisions we attended was up by 25, but flooding incidents, animal rescues and dealing with spills and leaks were down on last year. The total number of false alarms was up by 118 incidents, and still represents almost one in every two incidents attended (45 per cent). Most of this increase was accounted for by false alarms made with good intent. The Service continues to work with businesses to reduce the number of automated false alarms, 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 following table gives a quick comparison between the rate of incidents in the HWFRS area and nationally across England.

		2018-19	2017-18	2017-18
<b>Total Incidents</b>		<b>9.6</b> incidents per 1,000 population local	<b>9.0</b> incidents per 1,000 population local	<b>8.8</b> national average
<b>Fire</b>		<b>2.8</b> incidents per 1,000 population local	<b>2.5</b> incidents per 1,000 population local	<b>3.0</b> national average
<b>Special Service*</b>		<b>2.5</b> incidents per 1,000 population local	<b>2.3</b> incidents per 1,000 population local	<b>3.1</b> national average
<b>False Alarm</b>		<b>4.4</b> incidents per 1,000 population local	<b>4.3</b> incidents per 1,000 population local	<b>4.1</b> national average

\* Special Services are generally non-fire incidents such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues.

In terms of potential life-risk fire incidents, the Service attended 481 accidental dwelling fires in the two counties during 2018-19. This was five more than the previous year. Unfortunately four people died and two people were seriously injured in these house fires. While any death is a tragedy, the figures remain low given the relative size of the population. Fatalities in accidental dwelling fires represent just 1 in every 195,000 population.

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.

More details on the different types of crewing and specialist vehicles at our 27 fire stations can be found in the [Fire Service](#) section of our website.



## Summary of 2018-19 incidents

The table on the following page shows a more detailed breakdown of fires, special services and false alarm incidents attended by the Service last year with the 2017-18 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 Fire Authority's Policy and Resources Committee every quarter – these reports can be found on the Service website.



Fire Categories	2017/18	2018/19
Primary	1,017	1,107
Secondary	748	963
Chimney	133	112
<b>Total</b>	<b>1,898</b>	<b>2,182</b>



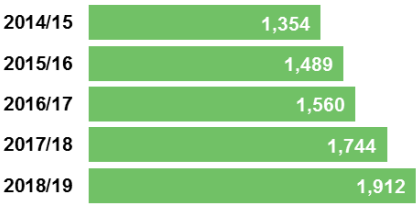
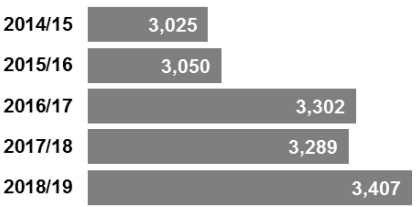
2017/18	2018/19
<b>Calls received</b>	
11,363	11,876
<b>Incidents Attended</b>	
6,931	7,501

2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
<b>Accidental fires</b>		<b>Fires</b>		<b>Deliberate fires</b>	
1305	1601	1,898	2,182	593	581
<b>Accidental domestic fires</b>		<b>Domestic fires</b>		<b>Deliberate domestic fires</b>	
507	511	530	536	23	25
<b>Accidental non-residential fires</b>		<b>Non-residential fires</b>		<b>Deliberate non-residential fires</b>	
162	192	239	258	77	66
<b>Accidental vehicle fires</b>		<b>Vehicle fires</b>		<b>Deliberate vehicle fires</b>	
245	239	331	308	86	69
<b>Accidental grassland, woodland and crop fires</b>		<b>Grassland, woodland and crop fires</b>		<b>Deliberate grassland, woodland and crop fires</b>	
151	328	286	474	135	146
<b>Accidental outdoor structures and equipment fires</b>		<b>Outdoor structures and equipment fires</b>		<b>Deliberate outdoor structures and equipment fires</b>	
144	180	250	288	106	108
<b>Accidental other outdoor including land fires</b>		<b>Other outdoor including land fires</b>		<b>Deliberate other outdoor including land fires</b>	
96	151	262	318	166	167
<b>Accidental other fires</b>		<b>Other fires</b>		<b>Deliberate other fires</b>	
0	0	0	0	0	0

2017/18	2018/19	2017/18	2018/19
<b>Special Service</b>		<b>False Alarms</b>	
1,744	1,912	3,289	3,407
<b>Road traffic collisions (RTC)</b>		<b>Automated false alarms (non-residential)</b>	
667	692	1,172	1,122
<b>Flooding incidents</b>		<b>Automated fire alarms (domestic)</b>	
134	128	1,279	1,309
<b>Person rescues including lift and water</b>		<b>False alarms good intent</b>	
108	117	782	929
<b>Animal rescues</b>		<b>False alarms malicious</b>	
123	96	56	47
<b>Spills and leaks including hazardous materials</b>			
111	99		
<b>Assist other agencies</b>			
140	196		
<b>Other</b>			
461	584		

Further interrogation of the Incident Recording System during the year has provided an opportunity to update some of the total incident figures reported in last year's Annual Report. The figures in this table have all been verified as part of ongoing quality control.

## Our performance: five-year trends

<p><b>All Incidents</b></p>	 <table border="1"> <thead> <tr> <th>Year</th> <th>Incidents</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>6,112</td> </tr> <tr> <td>2015/16</td> <td>6,459</td> </tr> <tr> <td>2016/17</td> <td>6,749</td> </tr> <tr> <td>2017/18</td> <td>6,931</td> </tr> <tr> <td>2018/19</td> <td>7,501</td> </tr> </tbody> </table>	Year	Incidents	2014/15	6,112	2015/16	6,459	2016/17	6,749	2017/18	6,931	2018/19	7,501	<p>The table shows that this year's figure of 7,501 incidents attended was the most in the last five years, though it is still 9 per cent lower than it was ten years ago. 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.</p>
Year	Incidents													
2014/15	6,112													
2015/16	6,459													
2016/17	6,749													
2017/18	6,931													
2018/19	7,501													
<p><b>All Fires</b></p>	 <table border="1"> <thead> <tr> <th>Year</th> <th>Fires</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>1,733</td> </tr> <tr> <td>2015/16</td> <td>1,920</td> </tr> <tr> <td>2016/17</td> <td>1,887</td> </tr> <tr> <td>2017/18</td> <td>1,898</td> </tr> <tr> <td>2018/19</td> <td>2,182</td> </tr> </tbody> </table>	Year	Fires	2014/15	1,733	2015/16	1,920	2016/17	1,887	2017/18	1,898	2018/19	2,182	<p>The increase in the number of fires includes primary (mainly building fires), and secondary fires (mainly grassland, woodland, crop fields and other outdoor structures). While the total has risen, largely because of the increase in grassland and outdoor fires during the summer heatwave, it is still 17 per cent lower than it was ten years ago.</p>
Year	Fires													
2014/15	1,733													
2015/16	1,920													
2016/17	1,887													
2017/18	1,898													
2018/19	2,182													
<p><b>Special Service incidents</b></p>	 <table border="1"> <thead> <tr> <th>Year</th> <th>Incidents</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>1,354</td> </tr> <tr> <td>2015/16</td> <td>1,489</td> </tr> <tr> <td>2016/17</td> <td>1,560</td> </tr> <tr> <td>2017/18</td> <td>1,744</td> </tr> <tr> <td>2018/19</td> <td>1,912</td> </tr> </tbody> </table>	Year	Incidents	2014/15	1,354	2015/16	1,489	2016/17	1,560	2017/18	1,744	2018/19	1,912	<p>While the total number of Special Service incidents increased in 2018-19, it is still 5 per cent lower than ten years ago. The majority of incidents are road traffic collisions (36 per cent of all Special Service incidents); though there has also been a 40 per cent increase in the Service providing assistance to other agencies such as the Police and Ambulance Service.</p>
Year	Incidents													
2014/15	1,354													
2015/16	1,489													
2016/17	1,560													
2017/18	1,744													
2018/19	1,912													
<p><b>False Alarms</b></p>	 <table border="1"> <thead> <tr> <th>Year</th> <th>False Alarms</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>3,025</td> </tr> <tr> <td>2015/16</td> <td>3,050</td> </tr> <tr> <td>2016/17</td> <td>3,302</td> </tr> <tr> <td>2017/18</td> <td>3,289</td> </tr> <tr> <td>2018/19</td> <td>3,407</td> </tr> </tbody> </table>	Year	False Alarms	2014/15	3,025	2015/16	3,050	2016/17	3,302	2017/18	3,289	2018/19	3,407	<p>The number of false alarms continues to be the largest proportion of all incidents attended, representing 45 per cent of all incidents, though the overall number is 10 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 represents 29 per cent of all false alarms attended. This is an issue our business fire safety and fire control officers continue to tackle.</p>
Year	False Alarms													
2014/15	3,025													
2015/16	3,050													
2016/17	3,302													
2017/18	3,289													
2018/19	3,407													

## Community Risk Dashboard

In addition to our emergency response statistics, we also provide summaries of our work in prevention and protection activities. The following chart provides a summary of activities by the Community Risk department 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.



## Budget

In the nine 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 revised budget for 2019-20 is £35.1 million compared to £32.3 million in 2010-11, which includes a significant increase in the cost of firefighter pensions. 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 £41.2 million in 2019-20.

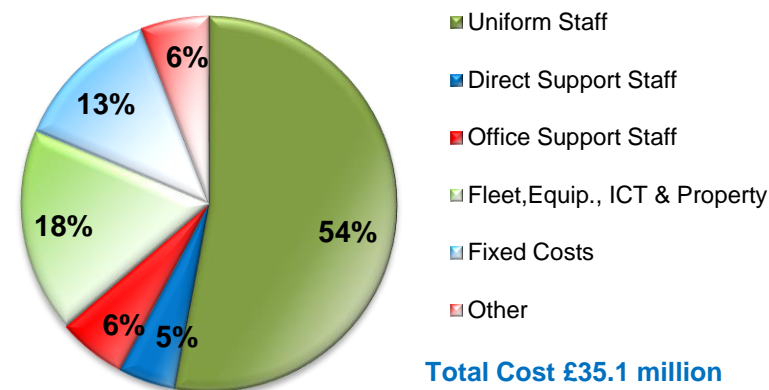
In order to meet these pressures, the Authority has made changes to the workforce, including a significant reduction in the number of managers and support staff; changed crewing at fire stations; removed two fire engines; relocated our staff and cut our spending budgets. By 2023-24, this will have saved £7.1 million per year.

Although grant cuts are known for 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 may be a £1.2 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 a purpose, to smooth the budget until longer term efficiency initiatives come to fruition over the period, but may still require the identification of a further £1.2m of efficiencies and savings.

### Fire Authority Budget 2019-20



## Highlights 2018-19: Calendar of key activities

This section highlights some of the work we've done during 2018-19. We have picked out the main highlights rather than providing a long list of activities, most of which can be found elsewhere in the [News and Events](#) section of our website.

In line with our new core purpose and values, and the drive towards greater efficiency and effectiveness, we have focused on three main areas of work: community safety and wellbeing, working with others to keep people safe, and improving how we work across our own organisation.

The highlights are arranged over the four quarters of the year to provide a better perspective on what we do throughout the year.



## Quarter 1 – April to June 2018

### Fire Control Move to OCC

This quarter saw our Fire Control department complete their successful move from the old headquarters building to the new Operational Communications Centre (OCC) at Hindlip Park.

Working alongside colleagues from West Mercia Police, Worcestershire County Council's Emergency Planning team and the Safer Roads Partnership's Casualty Reduction team, this shared facility will help to ensure closer working and earlier responses for incidents where police and fire services are needed; it will enable better data and intelligence sharing; and will also reduce costs for both Services.



### Other Highlights

We maintained a strong focus on multi-agency community safety activities and events, including:

- Working with partners to help tackle fire safety and other issues faced by residents of Kidderminster's high-rise tower blocks,
- Working with Bromsgrove Council's Positive Role Model (PRIME) team to engage with young people helping to build their confidence and self-reliance,
- Delivering a Biker Down event led by the Safer Road Partnership to provide motorcyclists with safety advice and practical skills.

We continued our joint training, skills development and sharing best practice with local, national and international colleagues, including:

- Joint work with West Mercia Police to give officers a better understanding of arson-related crime scenes,
- Work with colleagues from Shropshire FRS to help train police negotiators in staying safe when working at height,
- Testing our life-saving skills against the best in the UK and Europe in major rescue challenge competitions.

During the quarter, as part of the government's Fire Reform programme, inspectors from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) began the intensive process of reviewing how well we deliver our services, use our resources and support our workforce.

## Quarter 2 – July to September 2018

### Tackling The Summer Heatwave

July saw the start of a summer heatwave and a spate of grass and outdoor fires. Most significantly, we dealt with a major fire on the Malvern Hills and further large fires at Hartlebury Common and Croome Court as the high temperatures continued. Thankfully, the skills and expertise of our firefighting crews and officers ensured the fires were successfully brought under control and extinguished.

The value of our investment in such skills was also highlighted during the quarter, as we were able to send our Wildfire Tactical Advisor to support Greater Manchester and Lancashire Fire and Rescue Services as they battled with large and protracted moorland fires.



### Other Highlights

Along with traditional car wash and open days at our fire stations, we also hosted many community health and wellbeing events to support the life-saving activities of our partners. Examples include:

- An NHS Blood Donation event at Evesham fire station,
- Hosting prostate cancer blood testing events delivered by Worcestershire Prostate Awareness Group,
- We also launched this year's challenging and highly-effective Dying 2 Drive programme at Peterchurch fire station.

During the quarter, we continued first responder trauma training. As our crews are often first on scene at road accidents and other emergencies, trauma care is becoming a key part of our skills set.

We also carried out our annual major training event – Exercise Phoenix – which involved all our emergency service partners working together to tackle a scenario of a serious incident involving multiple casualties.

During the quarter, we formed a new Strategic Fire Alliance with Shropshire Fire and Rescue Service. This is a significant step towards ensuring long-term sustainability and resilience for both Services.

We also launched the Service's On-Call Charter, a plan to sustain, grow and celebrate the role of on-call firefighters. Their key role in the community was also highlighted in the BBC documentary series 'Home Front Heroes'.



## Quarter 3 – October to December 2018

### New Wyre Forest Blue Light Hub Underway

This quarter, we started construction of the new Wyre Forest Blue Light Hub, our multi-agency project bringing our Wyre Forest fire and rescue crews together with West Mercia Police's Safer Neighbourhoods team and Harm Hub under the same roof.

The Hub will be a focus for community safety delivering the best prevention, protection and response services available for the communities of the Wyre Forest.



### Other Highlights

Throughout the quarter we continued our commitment to saving more lives, with a number of initiatives including:

- Droitwich fire station hosted a defibrillator event in support of national 'Restart A Heart Day'.
- We piloted a home transfer service for patients discharged from the Alexandra Hospital in Redditch. This involves working with social care partners to assist in settling people back home after hospital by providing Safe & Well checks on arrival home.
- We also took part in a new music group, 'The Fire Tones', with one of our on-call firefighters providing vocals on a cover of Band Aid's 'Do They Know It's Christmas?' It reached No. 27 in the Top 40 Christmas charts with all proceeds going to charities.

Collaboration with our blue light partners is an essential part of our commitment to saving more lives. One example during the quarter was the MISPERs (Missing Persons) initiative to assist the police with our search and rescue technology and expertise.

During the quarter, we finally completed our moves into new premises at Hindlip Park, Malvern and Worcester fire stations. We also introduced a new ICT network, and began the process of renewing our overall strategy and priorities for the coming years.

The results of the HMICFRS inspection were also published. It found that we were good at keeping communities safe and doing our job effectively, but it also found areas where we could use our limited resources more efficiently and support our workforce better.

## Quarter 4 – January to March 2019

### On-Call Recruitment Campaign Launched

This quarter we took part in major national on-call firefighter recruitment campaign, highlighting the diverse range of backgrounds of our on-call crews and the wide range of opportunities and benefits this brings for themselves and their local communities.

Our website described what it means to be an on-call firefighter through a series of real-life stories featuring a teaching assistant, a butcher and a singer among others, who successfully combine the role with all their other responsibilities and commitments.

All 27 fire stations in Herefordshire and Worcestershire include on-call firefighters, and during the first three weeks of the campaign we received over 100 expressions of interest – five times more than last year.



### Other Highlights

During the quarter, we continued our work with our partners in promoting safety, health and wellbeing within our communities, we supported a number of local events including:

- Time to Talk Day – a national day encouraging people to have a conversation about mental health, especially in the workplace,
- LGBT History month – highlighting the importance of equality, diversity and inclusion in our communities and the workplace,
- Child Sexual Exploitation Awareness Day – supporting the ‘Tell Someone’ campaign.

There were also more examples of collaboration with our blue light partners to enhance our effectiveness in dealing with public safety and community resilience, including:

- The Gaining Entry / Persons Collapsed initiative, which supports the police and ambulance services in accessing people’s homes and assisting in responding to a medical emergency.
- We launched Service-wide Safeguarding training as part of our commitment to safeguarding the welfare of children, young people and adults.

We also began a major initiative inviting every member of staff to help shape our Service values, as part of our commitment to making sure the Service is a great place to work.

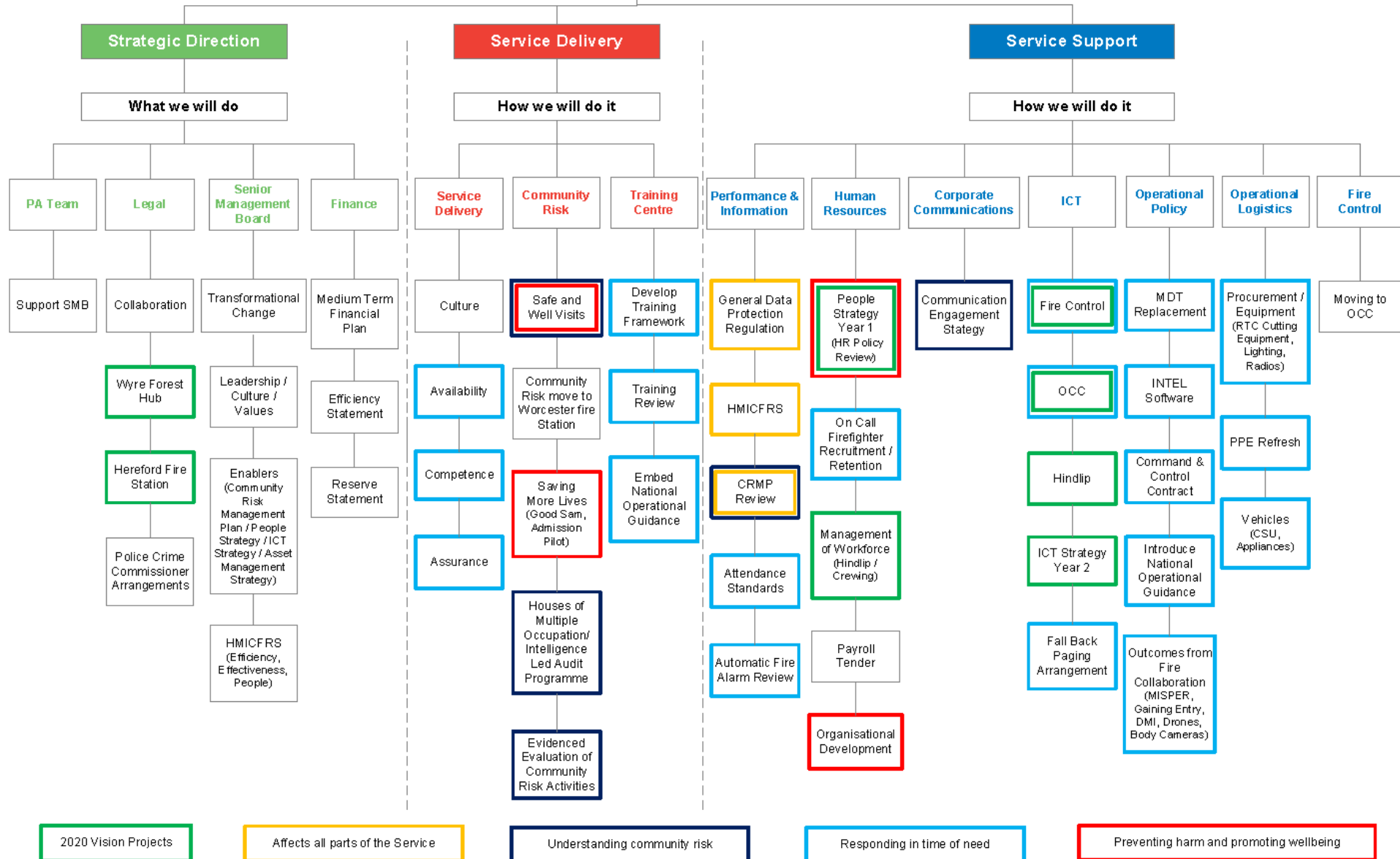
Finally, we continued our programme of replacing old for new, including ten new replacement fire engines for several fire stations.

## CRMP Action Plan 2018-19: Summary of work completed

This section provides an update on the priorities we set out in last year's Annual Report. The work supports our Saving More Lives vision and the delivery of the CRMP 2014-2020 Action Plan.

The Action Plan covers five CRMP 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 and last year's priorities are on the page following.

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



## CRMP Action Plan 2018-19: Service Delivery update

	Service Delivery priorities 2018-19	Purpose of the activity	Update
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.	The Service has reviewed its values to ensure they remain relevant. Staff engagement events took place throughout 2019 to gain views and suggestions and to ensure the values truly represent the whole workforce.
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.	The Service has adopted a 10hr Day Duty policy that will provide an alternative working practice, building upon the current set of differing duty systems. The Service Delivery structure has also been remodelled to provide a more efficient day duty pool of staff, enabling Watch Commanders to focus on more effective management of watches, availability, training and assurance. In addition, 25 new Crew Commander posts have been introduced to build resilience and help alleviate any anticipated deficit following the Watch Commander process in 2019-20. The Service is currently working with staff and representative bodies to see if an increase in the Retaining Fee can be achieved for all contracts in 2019 within existing budgets.
c)	Competence: safeguarding training	To link in with the development of Safe and Well Checks service-wide and ensure crews are providing the best quality service to the community.	Operational personnel from firefighters to senior management level have received guidance on safeguarding. This has already resulted in a number of referrals and improvements for those most vulnerable within our communities.

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.	We continue to monitor assurance through regular training and development. Active Incident Monitoring remains the main source of operational monitoring at operational incidents. To support this, extra training days are run for supervisory managers/commanders to ensure all staff have regular access to simulation exercises in a realistic environment.
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	Community Risk priorities 2018-19	Purpose of the activity	Update
a)	Safe and Well Visits: an enhancement of the Home Fire Safety Check programme to incorporate health and wellbeing questions that have an underlying impact on the fire risk in someone's home.	To improve the health and wellbeing of the community and at the same time reduce their fire risk. It aims to reach those members of the community, who need it most and enable them to access the support services they need via a robust referral process agreed with partner agencies. This will also help reduce demands upon health and care providers within the Service area as well as the Fire and Rescue Service itself.	Following a successful pilot during 2017-18, the potential to introduce the initiative across the Service is being discussed with staff.
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.	The Community Risk department successfully moved location in 2018.
c)	Saving More Lives (Good Sam, GP Admissions Pilot)	To support other agencies through early response and intervention to help improve the health and wellbeing of the community.	The Service continues to explore the Good Sam initiative, but is currently dealing with some technical issues relating to mobile phone coverage.  The GP Admissions Pilot was completed in December 2018. This took place in the Malvern area for patients

			registered with GPs and who are on the frailty scale. Patients had Safe and Well Checks carried out. This has now been evaluated and will be rolling out across all Service areas in Worcestershire over the coming year.
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.	This project has been delivered successfully. Because of its ability to support vulnerable people in the community, it will continue throughout 2019-20. The Intelligence-Led Audit Programme will support informed decision making to help keep people safe.
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.	The Community Risk department has been working closely with the University of Worcester to identify suitable evaluation procedures for Community Risk projects. This work will continue into 2019-20.

	Training Centre priorities 2018-19	Purpose of the activity	Update
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.	The first phase of development will be completed by April 2019. The training framework will be based on what the Service and its workforce need to continue delivering high quality services for our local communities.
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.	The training review began in 2018 and is an ongoing priority. We are already looking to develop more collaborative training opportunities with West Mercia Police and Shropshire FRS, and will ensure this training is high quality and cost effective for all partners. We are also examining our overall training plan for staff to ensure it can be delivered in the most efficient way possible.
c)	Embed National Operational Guidance for Fire (NOG)	To align operational training to NOG, providing assurance that it meets nationally recognised standards and guidance.	Training specifications are being prepared in line with NOG. This work will be ongoing into the 2019-20 planning year.

## CRMP Action Plan 2018-19: Service Support update

	Performance & Information priorities 2018-19	Purpose of the activity	Update
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.	HWFRS have successfully implemented GDPR and are now fully compliant in legally handling personal information and confidential data and information.
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.	Following the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the Service was judged as good at keeping communities safe, but requiring improvement in some areas of efficiency and support for the workforce. We have prepared an improvement plan, which addresses all issues raised in the report, and will spend the next 12 months working towards addressing these areas.
c)	CRMP 2014-2020 Midpoint Review	To update the CRMP 2014-2020 and to ensure it continues to drive risk management through to 2020.	The CRMP 2014-2020 Midpoint Review is complete and a programme of work is in place for preparing the next CRMP (2021-25) in conjunction with the preparation of Shropshire FRS's IRMP.
d)	Attendance Standards	To review performance to ensure the time to attend an incident is minimised as far as practical, and to include the findings in the next CRMP.	The review is underway, and the findings and proposed future attendance standards will be included for consultation in the next CRMP (2021-25).
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.	The review is underway, and the findings and proposed AFA policies will be included for consultation in the next CRMP (2021-25).



	Human Resources priorities 2018-19	Purpose of the activity	Update
a)	People Strategy Year 1	To prioritise activities to support the delivery of the People Strategy.	All Service HQ employees have been moved to new work bases. A new pension provider for the Firefighters pension schemes has been appointed and a Pension Officer employed by HWFRS. Work is ongoing with the On-Call charter in conjunction with stakeholders. A promotion process working group has been established and promotion principles have been agreed.
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.	There is a regular on-call recruitment programme, with further support through a national recruitment campaign and <u>case studies</u> on the recruitment page of the Service website providing an insight into what it is like to be an on-call firefighter at HWFRS. The most recent campaign generated over 100 expressions of interest in three weeks, compared to just 20 in the previous campaign.
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.	Consultation is ongoing between the Service and the Representative Bodies in relation to crewing changes arising from budgetary requirements and legislative changes. Changes to staff work locations and conditions arising from the move of Service Headquarters have been successfully facilitated by the Human Resources department. Staff were fully consulted during the process and all are now settled in their new work locations.
d)	Payroll Tender	To ensure the new payroll system is more efficient and pays employees accurately and on time.	The new payroll tender is ongoing, and will be carried over into 2019-20.

e)	Organisational Development	To implement the equality objectives and assist in delivering the commitments of the People Strategy.	An Organisational Development Working Group has been established. The Group will represent the wider workforce and will develop and deliver the commitments set out in the People Strategy. The Group will also consult and engage with staff to ensure the successful delivery of our Service vision and priorities. The Organisational Development Working Group and the Cultural Challenge Group have been merged into one.
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	Corporate Communications priorities 2018-19	Purpose of the activity	Update
a)	Communication Engagement Strategy	To support 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.	The Communication Engagement Strategy recognises the need and importance of getting the right messages to the right people at the right time. The strategy sets the direction of travel for communication for the coming years. Five development strands have been identified to help us achieve our strategic aim of saving more lives. So far we are working to build our channels of communication and measure the success of such activity using measurable outcomes. We are also looking to enhance the work we do collaboratively by promoting partner campaigns and increasing the power of our messages by joint working.

	ICT priorities 2018-19	Purpose of the activity	Update
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).	Our new 'Command & Control' system ensures support for the new ESN 4G network being rolled out over the next few years. The system undergoes regular testing and updating, and work is under way to harmonise the system with neighbouring Shropshire FRS, which will help ensure an ongoing robust and resilient system.

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.	The Fire Control function is successfully relocated in the OCC building at Hindlip Park, alongside West Mercia Police colleagues. This enables better data and intelligence sharing and facilitates, improved mobilisation to incidents, as well as supporting the wider collaboration aims of both services.
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.	New ICT infrastructure is in place at the new Headquarters location, helping to ensure both police and fire services are able to share data and intelligence and collaborate in the interests of effectiveness and efficiency, in line with the national duty for collaboration between emergency services.
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.	Year 2 of the ICT Strategy has seen the completion of the improved Wide Area Network (WAN), and further work includes improving 'Unified Communications', implementing Office 365 and a new SharePoint facility. This work will enable staff to work more efficiently and effectively as well as ensuring a high quality, sustainable service for our communities.
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.	We have successfully replaced all officer pagers, which now run off the 'Page 1 network' to provide fall back arrangements should the mobile network fail.

	Operational Policy priorities 2018-19	Purpose of the activity	Update
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.	The MDT project is underway. It will provide our operational workforce with timely and accurate risk information about the premises and areas they cover when required. Currently being procured, the project is due to complete in 2019.
b)	INTEL Software	To update software to ensure information is processed more efficiently making it available to crews sooner.	INTEL software is being updated, which will provide crews with timely and accurate information and will assist in coordinating operational activities.

c)	Command & Control (C&C) 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.	The support contract for the new C&C is in place. It provides support for our hardware, ensuring ongoing resilience. The technical support for this system provides a robust base for staff in coordinating and deploying resources effectively at incidents.
d)	Introduce National Operational Guidance (NOG)	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.	Embedding NOG procedures ensures HWFRS is aligned with other blue light colleagues. A number of changes to operational policies have been made to ensure compliance with NOG standards and national legislation.
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.	The Strategic Fire Alliance with Shropshire FRS and the co-location of Headquarters functions with West Mercia Police are two examples demonstrating our commitment to collaborative working. There is an ever-growing number of shared premises, with development starting on the new Wyre Forest Emergency Services Hub and a planned new Police & Fire Station in Hereford. In addition to promoting a better understanding between services, working with partners enables us to deliver our services more efficiently and effectively and creates opportunities for joint training and joint procurement, among others.

	Operational Logistics priorities 2018-19	Purpose of the activity	Update
a)	Procurement/ Equipment: replacement and updating of equipment including Road Traffic Collision (RTC) 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 (ESMCP).	New lighting equipment has been purchased for appliances and new fire ground radios are in the testing phase to ensure alignment with the ESMCP, and with a view to upgrading them over the next two years in line with the forthcoming move to the ESN 4G network.

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.	New state-of-the-art Personal Protective Equipment for firefighters has been procured, ensuring improved safety at both training exercises and incidents.
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.	All fire officer blue light response vehicles have been replaced, and a reliable and safe vehicle with off road capability has been chosen for when officers respond to incidents in the two counties. We have also replaced a number of fire engines within the Service to enable our crews to attend incidents safely, using the best technology and equipment possible.

	<b>Fire Control priorities 2018-19</b>	<b>Purpose of the activity</b>	<b>Update</b>
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.	Fire Control is now installed in the OCC building at Hindlip Park alongside Police colleagues, which will help to foster closer working between the two Services.

## CRMP Action Plan 2019-20: Summary of key priorities

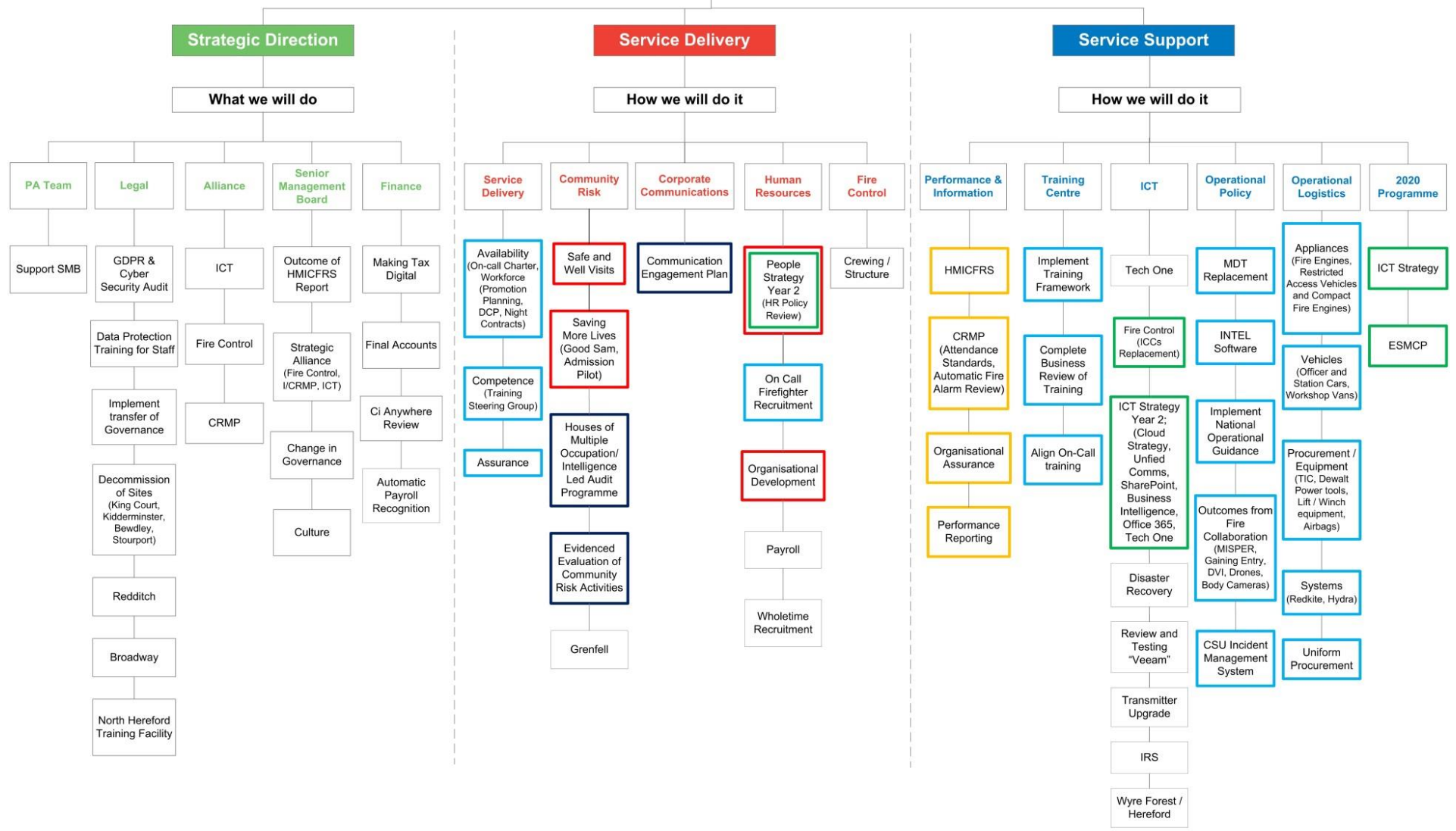
Like last year's Action Plan, this year's priorities have been organised into a chart to provide an immediate visual of the range of work planned for 2019-20. The chart shows that the work is organised under three functional headings: Strategic Direction, Service Delivery and Service Support. Each of 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 2019-20 in more detail.

Hereford & Worcester Fire and Rescue Service



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

## CRMP Action Plan 2019-20: Service Delivery priorities

	Service Delivery priorities 2019-20	Purpose of the activity
a)	Availability (On-Call Charter, Workforce – Promotion, Planning, DCP, Night Contracts)	<p>The On-Call Charter will remain focussed on Pay and Contracts, Morale, Recruitment and Training &amp; Development. It will also link to the national NFCC work areas for 2019 – Branding, Contracts and Employer Engagement.</p> <p>Promotion processes remain a focus for 2019-20 with Crew, Watch and Station Commander processes taking place to ensure the Service remains aligned to the Workforce Planning strategy.</p> <p>A suitable replacement for the Day Crewing Plus duty system remains a priority for the Service, having been unable to secure a collective agreement from the FBU. Therefore, a replacement shift duty system is needed in 2019.</p>
b)	Competence (Training Steering Group)	2019 saw the formation of a new Training Steering Group, which will govern the way in which training is designed and delivered within the Service.
c)	Assurance	Monitoring remains a key priority to ensure staff and equipment are able to perform to the highest standards possible.

	Community Risk priorities 2019-20	Purpose of the activity
a)	Safe and Well Visits	<p>Safe and Well Visits are an enhancement of Home Fire Safety Checks. The visits are a free service helping residents to stay safe and reduce the risk of fire in their homes. During the visits, HWFRS staff provide fire safety advice, check that smoke alarms are working and replace / install new ones if needed. The visits also include talking to residents about any health and wellbeing issues that may have an impact on their fire risk, and identifying any additional advice or support needs. After a successful pilot during 2017-18, the initiative will be developed further, with the aim of extending it across the Service during 2019-20, so that it reaches those members of the community that need it most and can access the support services they need.</p>



b)	Saving More Lives (Good Sam, Admission pilot)	These pilot projects will support other agencies through early response and intervention to help improve health and wellbeing within our local communities.
c)	Houses of Multiple Occupation / Intelligence Led Audit Programme	Continuing from 2018-19, this aims to develop collaborative working to help ensure the safety of vulnerable people and groups in our communities. It will also enable information and intelligence sharing, which will continue to provide positive outcomes.
d)	Evidenced Evaluation of Community Risk Activities	Through robust and evidenced evaluation procedures, the Community Risk department will be able to assess the effectiveness of its activities targeting those most at risk in the community.
e)	Grenfell	Following the Grenfell Tower tragedy, we have targeted some of our prevention and protection activities to help keep our communities safe and well. Training exercises and work around response times, high rise buildings and at-risk buildings means we are better prepared for large-scale, high-risk incidents. We are committed to continuing this work and put in place policies and operational procedures to keep those at potential risk better protected from harm.

<b>Corporate Communications priorities 2019-20</b>		<b>Purpose of the activity</b>
a)	Communication Engagement Plan Year 2	We will continue the delivery of the Communication Engagement Plan to ensure ongoing communication and engagement with local communities and the general public, highlighting our prevention and protection activities, how we manage risk and our plans for the future.

<b>Human Resources priorities 2019-20</b>		<b>Purpose of the activity</b>
a)	People Strategy Year 2 (inc. HR Policy Review)	General priorities in Year 2 will include the preparation of an HR Delivery Plan to support implementation of the People Strategy, HMICFRS recommendations and core business. Key policies will also be reviewed and tenders will be prepared for future delivery of fitness, health and payroll services.
b)	On-Call Firefighter Recruitment	The continued recruitment of on-call firefighters in the two counties helps to ensure we have

		sufficient operational resources available to keep our communities safe. As an equal and inclusive employer, we provide flexible opportunities for those who wish to join our Service.
c)	Payroll	This aims to ensure the new payroll system is more efficient in paying employees accurately and on time.
d)	Wholetime Recruitment	We are reviewing our Wholetime Recruitment strategy and remain committed to ensuring we have the right amount of operational resources within the Service.

<b>Fire Control priorities 2019-20</b>		<b>Purpose of the activity</b>
a)	Crewing/Structure	The aim is to review the current Fire Control structure and crewing arrangements to identify improvements or modifications, in order to ensure crewing levels are maintained and the Control room functions effectively.

## CRMP Action Plan 2019-20: Service Support priorities

	Performance & Information priorities 2019-20	Purpose of the activity
a)	HMICFRS	We have prepared an improvement plan following the 2018 HMICFRS inspection. In 2019-20, we aim to complete actions set out in the improvement plan including targeting prevention activity, using limited resources more efficiently and promoting the right values and culture across the workforce.
b)	CRMP (Attendance Standards, Automatic Fire Alarm Review)	In 2019-20, we will start preparation of the new CRMP for 2021-25, including how we can enhance our understanding of risk. By reviewing the attendance standards and automatic fire alarm procedures, we can better manage and respond to risk in the areas we serve.
c)	Organisational Assurance	The aim is to ensure high quality service performance and value for money across all areas of the organisation. This will be reported annually.
d)	Performance Reporting	We have improved the way we report on our performance based around a set of Key Performance Indicators. Quarterly reports to the Fire Authority will outline our position in relation to national averages and explain data such as staff sickness and attendance times. Performance reporting enables us to understand the impact of our services, to identify areas for improvement and to target our priorities in the right areas.

	Training Centre priorities 2019-20	Purpose of the activity
a)	Implement Training Framework	Work this year will provide an information platform to host the Service's training strategy.
b)	Complete Business Review of Training	The review will 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 ways.
c)	Align On-Call Training	We will ensure that training for On-Call staff is efficient and meets the requirements of our communities and the Service. The training will also take into consideration the need for a more flexible approach to support staff needs.

	ICT priorities 2019-20	Purpose of the activity
a)	Tech One	This is a new data management system for the Finance Department, which will improve data efficiency and security. Tech One is a streamlined software platform with information held in one place, which will enable staff to access data quickly and securely.
b)	Fire Control (ICCs Replacement)	The new replacement Integrated Communications Control system has been procured and the system is due to go live in September 2019. The ICCs will be a single Fire Control system integrating telephony for emergency and non-emergency calls, and will be a single interface for Fire Control operators. It means that both HWFRS and Shropshire FRS will be on the same system providing resilience and fall back options for both Services.
c)	ICT Strategy Year 2	Upgrading the ICT systems will ensure we have up-to-date software. This will enable us to operate efficiently, effectively and safely. In 2019-20, we will be upgrading our computer operating system to Office 365 and installing a new SharePoint, which will house documents and data and will provide departments with their own pages to work from. We will also be upgrading to Unified Communications, which means we will be able to communicate effectively and safely through email, telephone and Skype for business. This will mean we benefit from better technology, which is faster, more fit for purpose and future-proofed. It will also provide us with a stable platform, which will transform how we communicate inside and outside the organisation.
d)	Disaster Recovery	This involves having a back-up Fire Control site at Droitwich fire station should disaster occur. We are liaising with Police colleagues around options for sharing space for another back-up site.
e)	Review and Testing "Veeam"	Our back-up software called 'Veeam' is already being used actively within the Service, providing a safe and secure back-up for our data and systems. Testing and review will take place during 2019-20.
f)	Transmitter Upgrade	We are replacing transmitters at all fire stations. This is the primary method for alerting firefighters. One unit is currently on trial at Pershore fire station. This work will be completed in 2019.
g)	IRS	Our Incident Recording System is being integrated with our Fire Control mobilising system. We now have technical support from our supplier, SEED, to enable this work to continue into 2019-20.

- h) Wyre Forest / Hereford | This work will provide robust and resilient ICT infrastructure at the new locations (Wyre Forest Emergency Services Hub and Hereford Police & Fire Station).

	Operational Policy priorities 2019-20	Purpose of the activity
a)	Mobile Data Terminals (MDT) Replacement	The replacement of the Mobile Data Terminals is due to complete in 2019. The new MDTs will provide crews with timely, secure and accurate information on devices that are robust and resilient.
b)	INTEL Software	Continued upgrading of INTEL software means we can disseminate information to operational crews quickly and efficiently. It enables us to better understand risk and to process risk information.
c)	Implement National Operational Guidance (NOG)	Continued implementation of national operational guidance and procedures ensures we are aligned to national best practice across blue light colleagues. NOG provides us with a strong foundation to deliver coordinated and consistent training leading to better coordination and management of incidents.
d)	Outcomes from Fire Collaboration (MISPER, Gaining Entry, DVI, Drones, Body Cameras)	Working closer with other emergency services improves our understanding of our partners' policies and procedures, which will improve effectiveness when attending multi-agency incidents. Additional outcomes may include financial efficiencies, examples of which include joint procurement and shared training opportunities. In 2019-20, we will be evaluating the impacts and benefits of collaboration in relation to missing persons, gaining entry and the use of drones and body cameras. Examples of some of the collaboration work we do with our blue light colleagues are set out in a new Blue Light Collaboration 2019 brochure.
e)	CSU Incident Management System	The aim is to deliver a new incident management system for the Command Support Unit in collaboration with Shropshire FRS. The new system will ensure we have the right tools to effectively coordinate response and management at large-scale and multi-agency incidents.

<b>Operational Logistics priorities 2019-20</b>		<b>Purpose of the activity</b>
a)	Appliances (fire engines, restricted access vehicles and compact fire engines)	The replacement of out-dated operational appliances with new ensures we have fire engines and support vehicles that are reliable, robust and future-proofed. We will ensure any replacement vehicles are value for money and provide staff with safe and effective firefighting and rescue equipment.
b)	Vehicles (Officer and Station Cars, Workshop Vans)	A number of operational and non-operational vehicles will be replaced in 2019-20. This will ensure staff have access to reliable vehicles for conducting their duties. We will aim to be more environmentally friendly and economical in the choice of vehicles, ensuring they have the appropriate capabilities to respond to incidents across the two counties.
c)	Procurement / Equipment (TIC, Dewalt Power tools, Lift / Winch equipment, DVI, Drones, Body Cameras)	This aims 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 help to ensure our crews have fit-for-purpose, long-lasting and resilient equipment.
d)	Systems (Redkite, Hydra)	These information database systems will be upgraded to improve user experience for both service delivery and operational support staff.
e)	Uniform Procurement	This will ensure the provision of new and improved Personal Protective Equipment and associated training to help maintain firefighter safety.

<b>2020 Programme priorities 2019-20</b>		<b>Purpose of the activity</b>
a)	ICT Strategy	The implementation of the ICT Strategy is overseen by the Service's 2020 Vision Board. The projects within the ICT Strategy, such as Office 365 and Unified Communications are tracked against proposed timelines to ensure they are kept on track to be delivered by the end of 2020.
b)	ESMCP (Emergency Services Mobile Communications Programme)	Work on the national ESMCP is progressing. We are currently testing hand-held mobile ESN-ready 4G devices for coverage, and preparing the foundations for the transition to ESN. Managed at a regional level with ESMCP project managers, FRS project managers report progress to the 2020 Vision Programme Board.

## Resourcing the future: financial information

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

As at the end of March 2019				£m
Wholetime firefighters	40.7%	Employees		24.0
On-call firefighters	38.4%	Fleet, Equipment, ICT & Property		5.7
Support/Enabling staff	17.5%	Capital financing *		3.2
Fire Control staff	3.4%	Other running costs **		2.2
<b>Total number of employees (Full-Time Equivalent - FTE)</b>	<b>570</b>	<b>Total</b>		<b>35.1</b>
<b>Total Headcount</b>	<b>738</b>			

\* 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	23.6	69%
41 frontline fire engines	Herefordshire and Worcestershire Business Rate payers	2.6	7%
Specialist vehicles, including all-terrain vehicles, aerial appliances and boats	National Tax payers : Government grants, etc.	8.1	24%
Training Centre		<b>34.3</b>	100%
4 Strategic Training Facilities	Fire Authority Reserves	0.8	
Fire Service Headquarters		<b>35.1</b>	
Operational Logistics Centre			
Urban Search and Rescue facility			

The annual cost of the Service to the average Band D is £84.34. This is above the £78.11 average for comparable Fire Authorities in 2019-20, but is significantly below the highest cost of £103.50. 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: 2019-20 to 2022-23

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	17.4
Vehicles and Equipment	8.9
ICT / Minor Building Works	3.7
<b>Total</b>	<b>30.0</b>

## 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 and the impact of the UK leaving the EU
- 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 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.

In addition, since the last Plan was published, the employer's contribution rates for the Firefighters Pension Scheme have been increased substantially. Whilst this cost was largely funded by a special one-off grant in 2019-20, future funding arrangements are unclear.

It has been possible to make a prudent estimate of the funding position, but the assumptions will not be the same as for 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 (2 per cent per 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 £2.4 million in 2020-21, after which a number of long-term efficiency initiatives will start to deliver significant annual savings to reduce the gap to £1.2 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, so that the actual savings required prior to 2023-24 will be lower.

If the additional pension costs are funded to some degree, however, the position could become significantly better with funding at 80 per cent resulting in elimination of the budget gap completely.

In practical terms, this means that the Authority may need to have identified around £0.6 million of further annual savings from 2021-22 and a further £0.6 million from 2023-24. However, if there is some funding of the increased cost of pensions, this would reduce significantly. Based on current expectations, this is unlikely to be known before November 2019.

## 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](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](http://www.twitter.com/hwfire)



or find us on  
**Facebook** [www.facebook.com/hwfire](http://www.facebook.com/hwfire)

**Alternatively** you may write to:

Hereford & Worcester Fire and Rescue Service Headquarters,  
Hindlip Park  
Worcester  
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.

## Your right to know: access to information

Hereford & Worcester Fire and Rescue Service collects and maintains information and data to enable us to carry out our statutory duties. A great deal of information on the Service is already available in the public domain through our [Publication Scheme](#). Service staff will help you to obtain the information you want unless a disclosure would be against the law.

You have a right to request information under the Freedom of Information Act 2000. It 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](#)



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