Hereford & Worcester Fire Authority

Community Risk Management Plan

2014-2020

Consultation document

DRAFT

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COMMUNITY RISK MANAGEMENT PLAN 2020

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FOREWORD

Foreword by the Chairman of the Fire and Rescue Authority and the Chief Fire Officer/Chief Executive

There is an old saying that 'nothing is permanent except change'. That's as true for our Service as it is for anyone else. In fact, the whole of this plan is about change and how we deal with it. It's about how *risks* are changing and how the *resources* we have available to deal with them are changing. It's also about how *we* are changing to meet the different challenges that this brings.

In our Service we continue to make improvements in how we do things: we have driven down the number of incidents we attend by over 20% in the last ten years, we have made considerable savings and efficiencies over the years and we have built a strong reputation for delivering a high quality service at a very low cost. We have a strong management team and a clear focus, and we have committed staff determined to maintain excellent services for our communities.

We would normally continue our preview of this Plan by describing what we'll be doing over the next few years to reduce risk and bring down the number of incidents we attend, and how we'll keep communities safer than ever before. We want to do all these things, of course. But we must bring the financial situation facing our Service to the fore.

We do not believe in glossing over the seriousness of the issue: dealing with the financial situation is, without doubt, our greatest challenge in many years. In the last few years, we have had to reduce our budget. Up until now, we have managed to do so without having any noticeable impact on the level and quality of services we deliver. In fact, since 2011-12, we have cut £2.5 million from our budget, not just as a one-off cut in that year but also for each following year.

Between now and 2016-17, we are faced with having to make further cuts of £4.7 million. That's the size of the gap between what we need to keep delivering our present services and the actual money we get from the Government and through local council tax. And that gap will still be there in each following year. We simply have to find ways of delivering our services on much less money. This is an unprecedented challenge but one that we must take on.

From the sheer scale of savings that have to be made, it will be impossible not to have an impact on services and it is clear that all parts of our Service will have to share the burden, from back office support services through to our frontline firefighting and rescue services.

In preparing this Plan, we have taken a fresh look at everything we do. Starting with an assessment of risks, we have examined how we are organised to deal with risks now and in the future, and we have considered how best to deliver our services in the coming years. We have reviewed the three main strands of our work – prevention, protection and response – as well our internal support services.

Following these reviews, we believe that we can find ways of meeting our challenge. Of the £4.7 million savings needed in 2016-17 and in every subsequent year, we have identified about £2 million which can be achieved through further savings away from the frontline, mostly from internal efficiencies, including changes to how we deliver prevention and protection services and more management and support office reductions. But that still leaves a gap of £2.7 million.

The stark reality is that we have simply run out of options to make the savings we need away from the frontline. Our frontline means our emergency response services - our fire stations, fire engines and firefighters - and we fully appreciate that any plans to reduce the cover they provide will be of utmost concern to our communities. It is, of course, a matter of utmost concern to ourselves as well and that is why our review of fire and emergency cover (response) services takes up a large proportion of this Plan.

The review has considered where our fire stations are and how many fire engines and firefighters we have, and **it has identified where reductions in the level of cover can be made with the least impact on our communities**. Areas where reductions can be made are presented as proposals, supported by our considered views on where we believe the least impact can be achieved.

We appreciate that any decisions on the proposals will need to reflect a full understanding of the local impacts. Therefore, we have published this Plan as a draft for consultation, so that we can gather and consider as many views as possible.

We also appreciate that this is a very lengthy document but it needs to be, given the magnitude of the decisions we must take. We have tried to keep the main themes and issues as concise as possible but we believe that anyone reading this plan should have the necessary information before them to be able to understand our reasoning.

With such a serious challenge to face, we have ensured that all the data we have used in our review has been shared with the Fire Brigades Union, and we would like to acknowledge the contribution of their representatives to date, and welcome their ongoing input in this crucial matter.

Indeed, we invite everyone to consider our approach to understanding and tackling risk and our thoughts on where changes need to be made to balance the services

we provide against our available resources. We urge you to read and think about the issues and let us have your comments, suggestions and ideas.

We believe that we can meet the challenge but not without some difficult decisions having to be made. Through the consultation, we invite you to help us make those decisions.

As we said at the beginning, 'nothing is permanent except change' and we are conscious that our planning must also adapt to the circumstances that may face us in the future. This means that we must remain open to finding new and more effective and efficient ways of delivering our services, however challenging they may be. Whatever changes we may need to make in the future, we will ensure that they continue to address our overall aim of providing our communities with sustainable, high quality firefighting, rescue and preventative services.

INTRODUCTION

1.1 In fire and rescue language, this plan is called an Integrated Risk Management Plan, usually referred to as an IRMP. In plain terms, it is about how we make our area safer, how we reduce the number of emergency incidents we need to attend and, above all, how we work within communities to keep people safe.

1.2 The plan sets out what we do to tackle risks to our communities, to our firefighters and to the effectiveness and efficiency of our services. It follows new guidance called the Fire and Rescue National Framework for England, published by the Government in 2012.[1] This sets out what the Government expects Fire and Rescue Authorities to do to make their communities safer and that this should be described clearly in the plan.

1.3 We've called our new Plan the Community Risk Management Plan 2020 (the CRMP) for two main reasons: one is that we want to make it really clear that it's about delivering sustainable services to our communities and the other is that we want to look further ahead to 2020 rather than just the three years for which we traditionally plan. Working towards and beyond 2020 is also a theme being championed by the Chief Fire Officers Association through their Fire 2020[2] research, which looks at how a mix of social, economic, environmental and political factors might shape the future working environment for fire and rescue services.

1.4 As noted in the Foreword, this plan has been prepared at a time when financial pressures are presenting challenges to all fire and rescue services, with a significantly reduced level of public sector spending for the foreseeable future. With considerable savings to be found, the CRMP sets out how the Service will balance its available resources against its assessment of risk, while maintaining an effective fire and emergency response service across the two counties.

1.5 Throughout the duration of this Plan, we want to be able to show that every pound we spend brings the most benefit possible and has the greatest impact on tackling risk. We want the communities of Herefordshire and Worcestershire to be able to understand the impact we are making with the resources we have available, so that they can judge whether or not they are getting the service they need. We will keep our website up-to-date as the

[1] Fire and rescue national framework for England, DCLG © Crown copyright 2012

[2] The Fire 2020 interim report, August 2012 published by the Chief Fire Officers Association (CFOA), the professional voice of the UK fire and rescue service.

CRMP is implemented and will also provide a report of our progress each year through an annual Statement of Assurance. There will also be a three year midpoint review of the CRMP in 2016-17.

How the Plan is organised

1.6 The plan is set out in five sections:

Context	This sets out the national and local focus for the plan, and takes an overall look at our two counties and the wider influences and pressures affecting our Service. It describes our overall strategy and includes an assessment of what we've achieved through our last Plan.
Understanding Risk	This section looks at the risks affecting the safety of our communities and our Service as a whole. It sets out what we understand by 'risk' and how it is changing over time, and it assesses the impact of risk from a local and wider perspective.
Tackling Risk	This part explains how our Service organises itself to keep people safe though a range of prevention, protection and response services. It also looks at what resources we have to deliver our services, including our employees, our fire stations and our fire engines and equipment.
Delivering Our Services	This section sets out a number of proposals to change the way in which we provide our fire and emergency cover (response) services in the light of changing risk profiles and working within the reduced resources available.
Outcomes 2020	This final part looks ahead to where we want to be in 2020. It brings together our plans for the future into a series of outcomes, so that we are able to deliver a more effective, efficient and sustainable service into the future.

Consultation

1.7 The Plan sets out our overall approach to how we will be delivering our services in the future. It is based on our understanding of the risks we face across our two counties and our considered view on how we can continue to deliver the best service we can with the reduced resources available.

1.8 We are presenting the Plan as a draft for public consultation, so that there is an opportunity to gather a wider range of views and thoughts before the Plan is finalised. Whatever comments or views you have, they are valuable and we will consider them all carefully.

1.9 At the end of the Plan is a Consultation section, which sets out where we would like your views. It covers the four main sections of the Plan – Understanding Risk, Tackling Risk, Delivering Our Services and Outcomes for 2020. We are keen to know your thoughts on our approach to understanding and assessing risk, your comments on how we are organising ourselves to tackle risk and your views on how we are proposing to make changes to how we deliver our response services.

A NOTE ON THE STYLE OF THIS DOCUMENT

1.10 We think it's important to make the Plan as easy to understand as possible because we want to know what you think of it. We want you to be able to understand what we're doing and why, and be able to form a view about how well, or not, we're doing.

1.11 We've tried to keep the jargon to a minimum in the Plan but we've also included a glossary at the end to explain any technical terms or phrases we have had to use.

1.12 Throughout this document, we refer to the Fire and Rescue Authority (FRA) and the Fire and Rescue Service (FRS). It is important to understand the distinction between the two terms; this is explained in the panel below.

Hereford & Worcester Fire and Rescue Authority is a legally required body[3], that makes sure that Hereford & Worcester Fire and Rescue *Service* can carry out its duties in relation to fire prevention, fire safety, firefighting and rescues, including from road traffic collisions and other emergencies, such as flooding. By holding the Chief Fire Officer to account, it ensures that the *Service* has the right people, equipment and training to carry out their duties efficiently and in the best interest of the public and community it serves. In short, the *Authority* is the governing body of the *Service* and through the *Authority* the *Service* is answerable for its actions and performance to the general public. One of the Authority's main roles is to collect funding from the local councils through a *precept*, which is a portion of council tax allocated to the FRS to deliver its services; it also receives a small proportion of local business rates and grant funding from the Government. With this, the Authority sets a budget and approves the overall direction for the Service. The FRA is also responsible for appointing the Chief Fire Officer/Chief Executive.

The FRA is made up of 25 local councillors – six from Herefordshire Council and nineteen from Worcestershire County Council. The composition of the FRA reflects both the balance of population and the political make-up of the two counties.

Hereford & Worcester Fire and Rescue Service delivers the services required by the *Authority*. It is led by the Chief Fire Officer/Chief Executive and a Senior Management Board. The Service currently employs over 800 full-time and part-time staff, most of whom are highly trained firefighters. There are currently 27 fire stations across the two counties, plus a Service headquarters, training centre and stores/workshop. A fuller description of the work of the Fire and Rescue Service is set out in Section 4 of this Plan.

[3] The Authority is responsible for the provision of fire and rescue services under the Fire and Rescue Services Act 2004.

CONTEXT

2.1 Our stated aim is to provide our communities with sustainable, high quality firefighting, rescue and preventative services. This requires us to understand the needs of our communities and the issues facing our two counties. How we currently deliver our services is shaped by this understanding. Government guidance also helps to frame the way in which we organise our services. This section provides a background to our service planning and proposals set out later in this document.

NATIONAL FOCUS

2.2 An important part of our approach to making communities safer is the focus provided by Government. In 2012, the Government issued a guidance document for Fire and Rescue Authorities called the Fire and Rescue National Framework for England[4]. The guidance highlights the importance of understanding and tackling fire and rescue risks. It also stresses that it is not only about making communities safer *but doing so in a way which is open and accountable to communities.*

2.3 The Framework sets out three priorities for Fire and Rescue Authorities to:

- **identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately**
- **work in partnership with their communities and a wide range of partners locally and nationally to deliver their service**
- **be accountable to communities for the service they provide.**

2.4 It also sets out some specific requirements for what needs to be in this Plan. In summary, the Government wants to make sure that:

- our assessment of foreseeable risks includes those risks that might cross into other areas or involve other authorities or have a national focus, such as widespread flooding or the threat of terrorist attacks,
- the plan considers community risks and national resilience issues identified by other organisations and through other risk analysis,

[4] Fire and rescue national framework for England, DCLG © Crown copyright 2012

- our prevention, protection and response activities are well used to reduce the impact of risk on communities, including working with others to maximise their effectiveness and reduce costs,
- our protection work with businesses follows fire safety regulations,
- our response to incidents such as fires, road traffic accidents and emergencies includes provisions for working with other Fire and Rescue Services where necessary,
- the Plan is easily accessible and publicly available, reflects effective consultation, uses up to date risk analysis and outcome evaluation techniques, and covers at least three years with regular reviews, *and*
- there is an annual assurance statement showing that all requirements are being followed.

2.5 The full requirements are listed in Appendix 2 and are addressed throughout the rest of this document.

2.6 Achieving 'more for less' has been a constant theme following the Government's 2010 Spending Review.[5] The need to find savings and make improvements without reducing the quality of frontline services to the public, is also a theme taken up in an independent review of fire and rescue authorities carried out for the Government by the former Chief Fire and Rescue Advisor, Sir Ken Knight, in 2013. The report, Facing The Future,[6] examined options for savings within and beyond the current spending review period. It looked at a number of broad areas in which Fire and Rescue Services provide their services, including their staffing arrangements, how they work with other Services and how they buy and contract for services.

2.7 These are all areas that we have explored and have made considerable progress in achieving both improvements and efficiencies. The Service has a range of shift patterns suited to local circumstances, with over half of all firefighters being employed on an on-call basis (i.e. part-time employees). We are working with other Services and local authorities, sharing facilities and services to improve their effectiveness and efficiency. We have managed to make substantial savings and reduce the size of our workforce as far as we can without having an impact on the quality of frontline services we provide. We are also actively exploring ways in which we can achieve 'more for less' through further joint working with other Fire and Rescue Services, including examining the potential for a full combination and merger.

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[5] The 2010 Spending Review, HM Treasury, © Crown Copyright 2010, covering the years 2011-12 to 2014-15 included a Spending Challenge to find 'practical ways to help deliver more for less.'

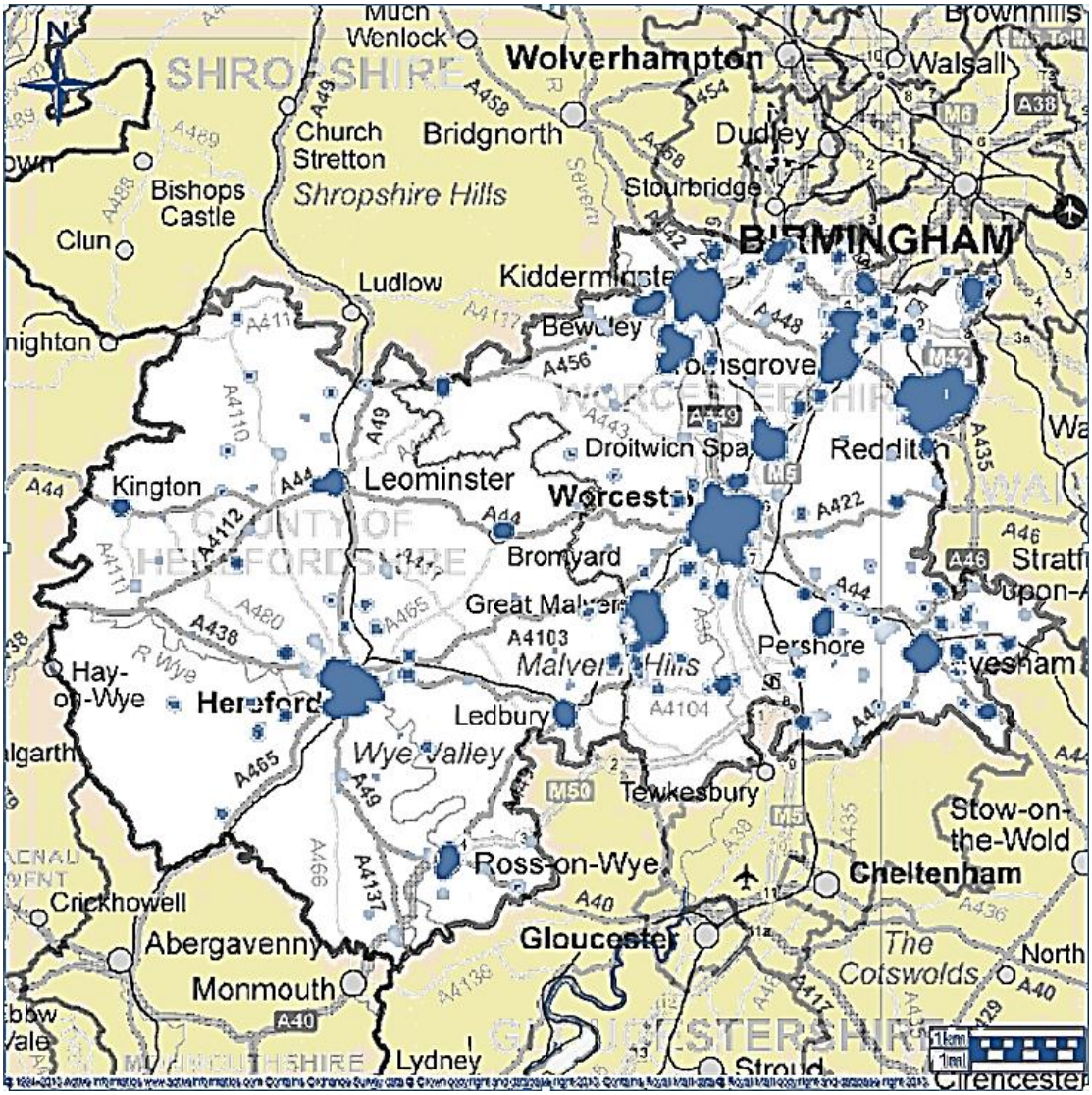
[6] Facing the future: findings from the review of efficiencies and operations in fire and rescue authorities in England, Sir Ken Knight CBE QFSM FIFireE), May 2013, © Queen's Printer and Controller of Her Majesty's Stationery Office, 2013.

ABOUT OUR TWO COUNTIES

2.8 The Fire and Rescue Authority's area covers the two counties of Herefordshire and Worcestershire, some 1,500 square miles. It's a very attractive place in which to live, with most people living in areas surrounded by beautiful landscape and rich countryside. There is a population of about 750,000 people, the majority of whom live in Worcestershire.

2.9 Both counties are largely rural; about a third of Worcestershire's 567,000 residents and more than half of Herefordshire's 183,000 residents live in rural areas. While having the smaller population of the two counties, Herefordshire is the larger by area and is one of the most sparsely populated counties in England.

Figure 1 - Areas with high population concentrations, 2011 Census



2.10 In the map at Figure 1, the areas shaded in dark blue show the main areas of population across the two counties, based on the 2011 Census. The table below lists the population of the main towns in the two counties.

Herefordshire		Worcestershire			
Hereford city	58,900	Worcester city	98,700	Evesham	23,400
Leominster	11,700	Redditch	78,200	Stourport	20,300
Ross-on-Wye	10,600	Kidderminster	55,100	Bewdley	11,300
Ledbury	9,600	Malvern	34,200	Pershore	7,100
Bromyard	4,500	Bromsgrove	32,300	Upton	2,700
Kington	3,200	Droitwich	23,500	Tenbury	2,200

Sources: Census 2011 - Office for National Statistics; Facts and Figures - Herefordshire Council; Population Statistics - Worcestershire County Council

2.11 Like most other areas in the UK, there are social and economic differences across the two counties. Some parts are relatively prosperous while others are more deprived; some have an ageing population while others have a younger profile; and, given the rural nature of much of the two counties, access to services in some places is not as good as it is in others.

2.12 If we are to plan ahead successfully to 2020, we need to understand how issues like these shape our two counties, how they might change in forthcoming years, what risks they pose and how they impact on how we deliver our services.

ISSUES FACING OUR TWO COUNTIES

2.13 To help us to understand such issues, we have used expert analysis carried out by our partners in local authorities.[7] We have also taken account of the findings of the Chief Fire Officers Association's 'Fire 2020'[8] research project, which looks at what changes the future may hold and the potential implications they may have for fire and rescue services. We have also held workshops with some of our own officers and councillors from the Fire and Rescue Authority to get a more local view on the specific issues of concern for our Fire and Rescue Service.

2.14 Some of the main issues we've considered are set out below and they give a good picture of what our Service will be dealing with over the next few years. Three issues stand out: the economic situation, population growth and change, and the changing environment.

[7] see Understanding Herefordshire and Worcestershire County Council – Research & Intelligence.

[8] see Fire 2020 interim report CFOA, August 2012

the economic situation

2.15 The most pressing issue is the economic situation. Nationally, we are in a period of prolonged austerity, which some say may last for the duration of this Plan. At the same time, costs are rising for everyone and for many people it is getting increasingly difficult; it is estimated that more than one in five households in the two counties are living in poverty.[9]

2.16 Some of the economic issues affecting our two counties have been documented by local authorities in Herefordshire and Worcestershire[10], and include:

- Housing is becoming less affordable, particularly in rural areas and there is a move towards people renting, rather than owning homes because of the difficulties of buying.
- More than one in four houses in Herefordshire is in a poor condition, with some 17,000 houses categorised as non-decent through their state of repair, a lack of modern facilities and poor heating.
- Single parent households are much more likely to live in poverty.
- While unemployment is low, there are fewer people in qualified jobs than average and there are high rates of young people claiming benefits.
- There is evidence that the gap is growing between those people who are most deprived and those who are least.
- Increasing energy demand coupled with increasing costs of bills is leading to fuel poverty.

2.17 Issues like these are of particular concern to the Fire and Rescue Service because those households most affected are more likely to be at higher risk of fire than others. These issues are also more prevalent in areas experiencing high levels of deprivation. National and local research shows that there is a strong link between deprivation and fire.[11] Section 3 of this Plan discusses this link in more detail.

population growth and change

2.18 The second issue is population growth and change. The population of both counties is increasing and by 2020 there are likely to be around 784,000 people living here, some 34,000 more people than in 2011. The largest

[9] see Glossary for definition; see also Herefordshire Council - Facts & Figures and Worcestershire County Council – Research & Intelligence.

[10] see Understanding Herefordshire and Worcestershire County Council – Research & Intelligence.

[11] research carried out by Greenstreet Berman Ltd. presented in 'Fire and Rescue Service partnership working toolkit for Local Area Agreements' DCLG 2008

change is predicted to be an increase in the number of older people; there are currently about 205,600 people aged 60 or over (about 1 in 4 of the total population), and this is likely to rise to 242,000 by 2020 or almost 1 in 3 of the total.[12] Among the issues of particular concern[13] to the Fire and Rescue Service are:

- As medical advances are helping people to live longer than ever before, we expect to see more older people living with some form of impairment, such as a limiting long-term illness, reduced mobility, hearing and visual impairments, and mental health issues including depression and dementia[14].
- There is likely to be an increase in the number of older people living alone and social isolation is a particular issue as much of the Service area is remote and sparsely populated.
- Household size is getting smaller and more people are going to be living alone in the future.
- Health issues are also a concern, particularly the numbers of people becoming obese, smoking, taking drugs or drinking too much alcohol.
- People in more deprived areas tend to have a lower life expectancy and also spend more of their shorter lives with a disability.

2.19 Research into the categories of people who are more likely to have fire incidents at home, especially people who get injured or killed by fire,[15] shows that the groups of people listed above share many of the characteristics of fire victims. We are working closely with local authorities and other agencies to make sure that our fire prevention activity is targeted at these groups.

the changing environment

2.20 The third issue is the changing environment. There are signs that the weather is becoming increasingly unpredictable and we expect to see an increasing tendency towards more extreme weather, with more periods of flood, storm and drought. Many parts of the Authority's area are vulnerable to the risk of flooding and flooding has become more frequent. In such a

[12] see Herefordshire Council – Population Forecasts and Worcestershire County Council - Population Projections.

[13] see Understanding Herefordshire, Worcestershire County Council – Research & Intelligence, 'Fair Society, Healthy Lives' (The Marmot Review) 2010 © The Marmot Review, Ageing Safely, CFOA 2013, and Joint Health & Well-being Strategy 2013-16, Worcestershire Health & Well-being Board 2013

[14] see CFOA 'Fire and Rescue Services' Pledge on Dementia'

[15] 'Learning Lessons from Real Fires: Findings from Fatal Fire Investigation Reports' (Research Bulletin no. 9, June 2006, DCLG); and 'Community Fire Safety – Identifying and locating those most at risk of fire' HWFRS 2011

large rural area, much of our natural and agricultural landscape is also vulnerable to fire should there be extended periods of drought. This unpredictability is a particular challenge for the Fire and Rescue Service, which needs to be ready for all eventualities.

2.21 These issues have severe impacts on the environment, homes, businesses, travel and insurance costs, as well as being a serious risk to life and the safety of firefighters they also place a considerable demand on the Service's resources. To ensure that we are able to respond quickly and safely in the event of widespread flooding or grassland fires, we maintain tactical plans for areas at particular risk, such as the Malvern hills and organise specific training in techniques such as water rescue. Training is discussed further in Section 4 of this Plan.

2.22 These three issues represent significant areas of concern for the Fire and Rescue Service because we need to be able to respond to the impact such changes may have on our ability to deliver an effective service now and in the future.

OUR STRATEGY

2.23 Safety is firmly at the heart of everything we do – now and in the future. To reflect this when delivering our services and when planning ahead, we have reshaped and simplified the Service's overall strategy. Called 'Our Strategy' it is a clear statement of intent:

> **"We will provide our communities with sustainable, high quality firefighting, rescue and preventative services."**

2.24 Everything we do is supported by three firm principles against which we can be measured and judged. They are:

- **ensuring firefighter safety**
- **ensuring community safety**
- **ensuring the delivery of quality services**

2.25 Our strategy relies on all parts of our Service – everyone from frontline firefighters through to support staff and community safety volunteers - working together to deliver our services and plans. Our philosophy is simple: we want to have the right people with the right skills and training in the right

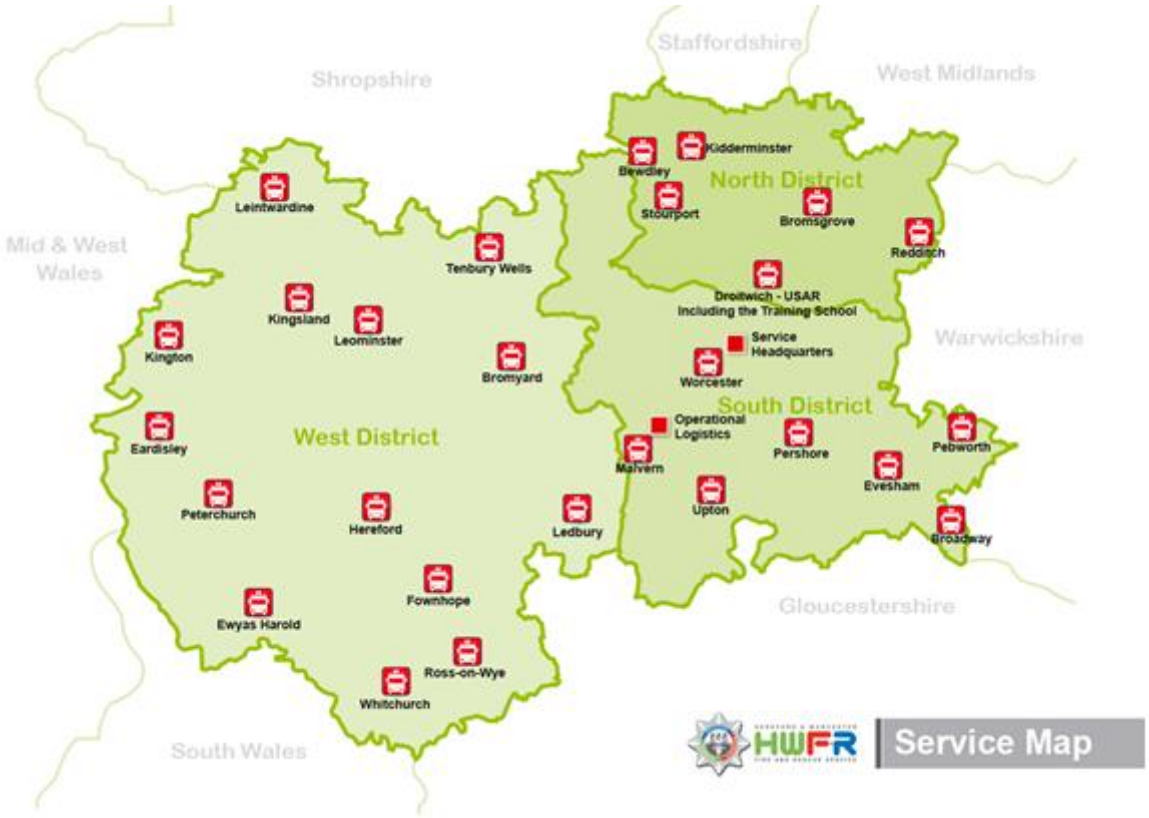
place at the right time; and we want to do the right things in the right way for the right people in a timely, inclusive, open, honest and accountable manner.

2.26 The strategy is illustrated in the diagram below (figure 2).

Figure 2 - Our Strategy

2.27 The Fire and Rescue Service is organised across three geographic Districts: North, South and West. This enables us to balance how we deliver services throughout the two counties and how we provide support to the seven other fire and rescue services on our borders. Figure 3 below shows how our Districts and fire stations are arranged.

Figure 3 - Service Map



2.28 The two counties are currently served by 27 fire stations - 13 in Herefordshire and 14 in Worcestershire. These fire stations are located in the two cities and main towns to provide an appropriate response as soon as an emergency call is received. Every fire station has an on-call crew of firefighters (also known as retained firefighters), who are part-time employees living or working locally to their fire station and who are able to respond quickly should they be called. The five busiest fire stations are also currently permanently crewed by firefighters 24 hours a day, every day of the year - these are known as Wholetime or WT fire stations[16]. Three other fire stations are permanently crewed during the day, and by on-call firefighters during the night - these are known as Day Crewed or DC fire stations[17]. The other nineteen fire stations are crewed by on-call firefighters. The current arrangement of fire engines at fire stations is listed at Appendix 4.

2.29 It is worth noting that the crewing arrangements at Bromsgrove fire station were reviewed as part of the 2011/12 IRMP Action Plan and the Fire and Rescue Authority has agreed a change to a self-rostering system called Day Crewing Plus, rather than the current shift based system. Firefighters at Bromsgrove fire station will work this new system from April 2014.

[16] Worcester, Redditch, Hereford, Kidderminster and Bromsgrove fire stations.

[17] Droitwich, Evesham and Malvern fire stations.

2.30 We receive over 14,000 emergency calls each year requesting assistance at a wide variety of incidents, including property and countryside fires, road traffic collisions, collapsed structures, water rescues, hazardous materials and people and animal rescues. In all, up to 2011-12 we attended around 8,000 incidents each year – just over 150 incidents every week.

2.31 Through our previous Plan, called the Integrated Risk Management Plan 2009-12, actions (see panel below), we have introduced new and innovative ways of working in some areas, and we are looking at the opportunities of doing more in areas such as more flexible working shifts and collaborative working.

IRMP 2009-2012[18]

Our last Integrated Risk Management Plan was published in 2009. It set out how we would tackle fire and rescue risks, how we would improve the safety of our communities and keep our firefighters safe and well trained, and how we would make sure we deliver our prevention, protection and response services more effectively and efficiently. It also introduced a revised attendance standard for measuring how long it takes us to reach fires in buildings. This helped to make sure that we keep a strong focus on saving lives across both rural and urban areas of the two counties.

Annual action plans were drawn up to set out what actions we would take to deliver the aims set out in the Plan. The action plans covered issues such as:

- improving our understanding of specific local risks
- improving ways of working with neighbouring fire and rescue services
- finding savings by reducing the size of the workforce and changes in management and working patterns
- carrying out thorough reviews of how we can maximise the benefits of our services for communities and businesses
- investing in improvements in training for our firefighters and our ability to respond to situations such as road traffic collisions and flooding events

IRMP Action Plan 2011-12

- we completed a review of the impact of changes in our arrangements for protecting public buildings and business premises across the two counties to make sure benefits were being realised
- we reviewed all of our community safety resources to make sure that our community safety work maximises our ability to reduce

[18] Integrated Risk Management Plan 2009-12, Hereford & Worcester Fire and Rescue Authority, 2009

risk in our communities

- we carried out plans to reduce our attendance at false alarms caused by automatic fire alarms
- we decided to change our crewing arrangements at Bromsgrove fire station
- we made sure that our property strategy fits with our service delivery and training requirements
- we reviewed our approach to environmental issues, including reducing our energy usage and continued this work into 2012-13

Financial issues facing the Fire and Rescue Authority

2.32 The biggest challenge facing the Fire and Rescue Authority is the need to maintain a balanced budget at a time when public finances are being reduced. In balancing the budget, the Authority must ensure that the Fire and Rescue Service continues to deliver a high quality public service which keeps both communities and firefighters safe.

2.33 The Authority's funding comes from two main sources: central government grant (approximately 36% of the total) and local council tax/business rates (64%) collected in Herefordshire and Worcestershire. The council tax contribution from a Band D property is currently £73.64 per year (Bands A, B and C pay less while Band E and higher pay more). For a Band D council tax payer, this is about 20p per day. Figure 4 below shows a breakdown of the 2013-14 budget and figure 5 shows how the budget is spent.

Figure 4 - Funding sources 2013-14

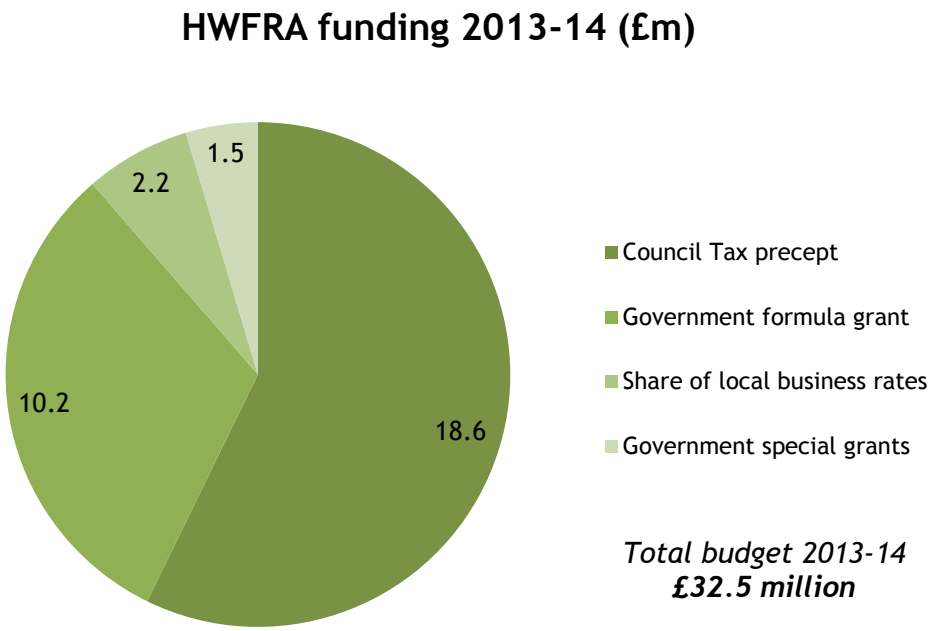
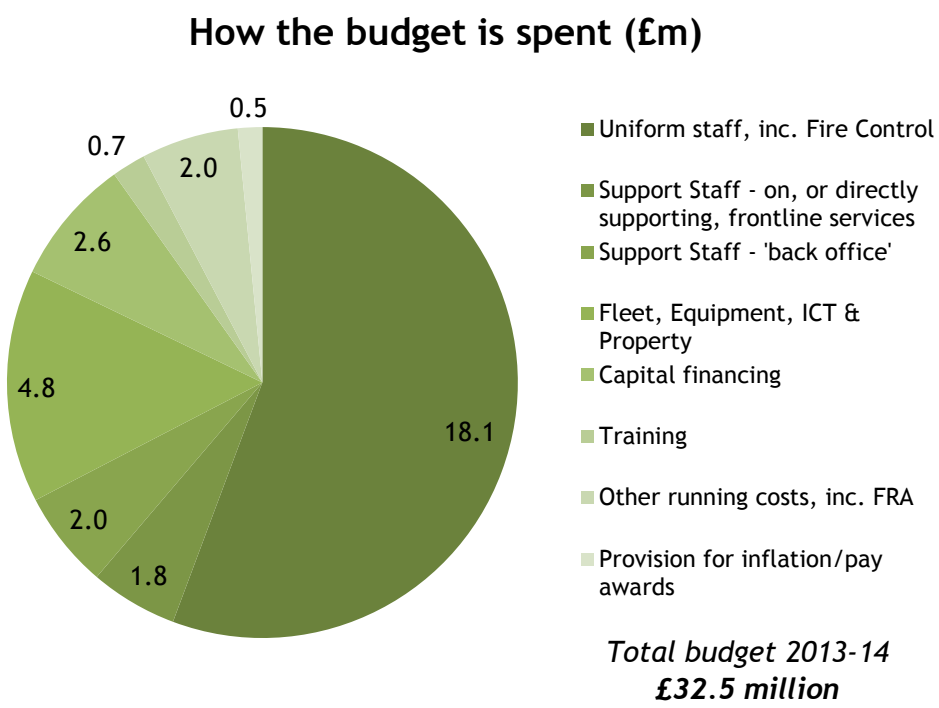


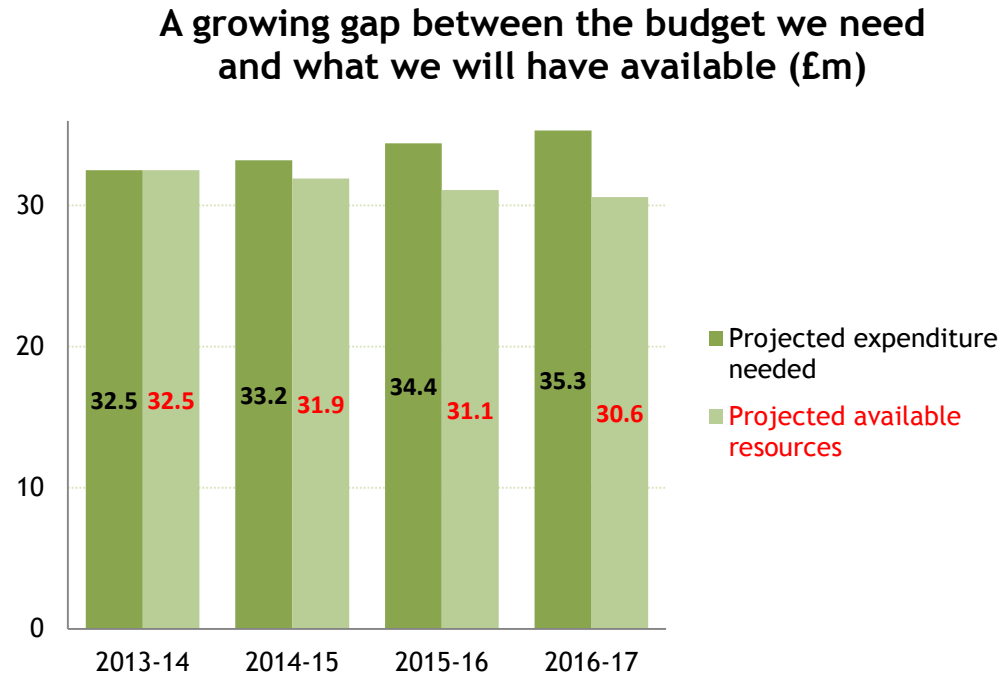
Figure 5 - HWFRA budget 2013-14



2.34 We know that the government grant for fire and rescue authorities will be reduced nationally by 8% in 2014-15 and potentially by 10% for 2015-16, so it is reasonable to expect that our Authority will also receive less grant. Council tax has been frozen for the last three years and difficult decisions will need to be taken by the Authority on the level of council tax required for the next two years.

2.35 It can be seen that our grant is reducing significantly, council tax has remained static and, considering the general level of inflation, predicted wage and fuel increases and an increase in business rates, we also expect inflation to go up. In plain terms, this means that cuts have to be made to balance the budget. The Fire and Rescue Authority is legally obliged to set a balanced budget and cannot intentionally overspend. The following graph (figure 6) shows how the gap between what we need to deliver our current services and what we are likely to have available is projected to grow.

Figure 6 - Projected budget gap 2013-17



2.36 Taking all these factors into account, we expect to have to reduce our budget by £4.7 million[19] by 2016-17. We also expect this to be phased over three years, so that in 2014-15 it would be a reduction of £1.3 million, in 2015-16 it would be a further £2.0 million and then another £1.4 million in 2016-17. This means that in every subsequent year from 2016-17, the difference between the budget that we need and the funds that we have available will be at least £4.7 million.

2.37 With a historically low government grant over the years, the Fire and Rescue Authority is used to making the most of what it has, and still maintains an excellent performance in improving community safety and delivering value for money. These latest reductions will take the year-on-year total cuts in our budget to around £7.2 million since 2011-12.

2.38 Up to 2013-14, some £2.5 million of savings from the annual revenue budget have been achieved, mostly through the reduction of workforce numbers (including senior and middle management, back office staff and by changing the crewing system at Bromsgrove fire station) and by cuts to spending budgets. This has been achieved without any noticeable impact on the quality of service we deliver to communities. However, there is a limit to how far staff numbers and budgets can keep being cut back before they start to make a visible impact.

[19] This is our best estimate at July 2013, as we don't normally get exact figures for government grant until just before each financial year.

2.39 With a further £4.7 million savings to be found over the next three years, it will be impossible not to have an impact on services. From the sheer scale of cuts needed, it is clear that all parts of our Service will have to take a share, from more cuts to back office support services and prevention and protection services through to the frontline response services – our firefighters, fire engines and fire stations. We have identified about £2 million worth of further savings that can be made away from frontline services (mostly through further internal efficiencies and management reductions) but that still leaves a gap of £2.7 million.

2.40 To assist the Fire and Rescue Authority to make well-informed decisions about how savings can be achieved from frontline response services, a fire and emergency cover review has been carried out as part of this CRMP. This review identifies where changes in cover can be made with the least overall impact on our communities. It has analysed risks and resources; it has considered where our fire stations are and how many fire engines and firefighters we have; and it has provided a number of proposals for delivering fire and emergency cover across the Service area. These proposals are set out in 'Delivering Our Services' (Section 5 of this Plan).

2.41 As a public service we have a responsibility to make sure we spend every penny wisely and as an emergency service we have an obligation to keep our communities as safe as we can. Despite the scale of the financial cuts, we are committed to finding the best ways to balance the resources we have against the risks faced by communities and firefighters across the two counties.

UNDERSTANDING RISK

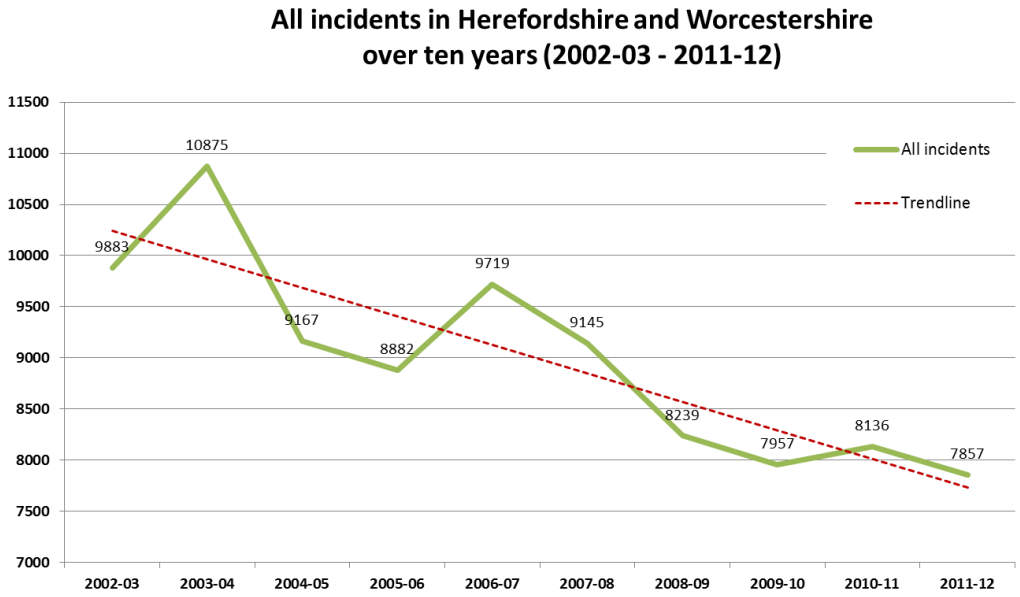
3.1 Our statistics tell us that Herefordshire and Worcestershire are two very safe areas in relation to fire and rescue incidents. We know this because we aren't called to put out as many fires as we used to and we don't attend as many road traffic collisions or false alarms as we did ten years ago. In fact, there's been a 20% fall in the number of incidents we've attended since 2002, including a 30% fall in the number of fires. We can't be complacent, however; even though the overall trend is downwards, the number of fires we attend has slightly increased recently. See table 1 and figure 7 below:

Table 1 - HWFRS Incident Trends

Year	All Fires	*% fall 2002-2012*	Special Service Incidents[20]	*% fall 2002-2012*	All False Alarms	*% fall 2002-2012*	Total Incidents	*% fall 2002-2012*
2002-03	4068		1878		3937		9883	
2003-04	4836		1778		4261		10875	
2004-05	3309		1883		3975		9167	
2005-06	3169		1789		3924		8882	
2006-07	3590		2089		4040		9719	
2007-08	2908		2359		3878		9145	
2008-09	2649		1817		3773		8239	
2009-10	2433		1806		3718		7957	
2010-11	2510		1780		3846		8136	
2011-12	2849	***-30%***	1509	***-20%***	3499	***-11%***	7857	***-20%***

[20] Everything that isn't a fire or a false alarm is called a Special Service Incident and includes road traffic collisions, flooding, people and animal rescues and spills/leaks.

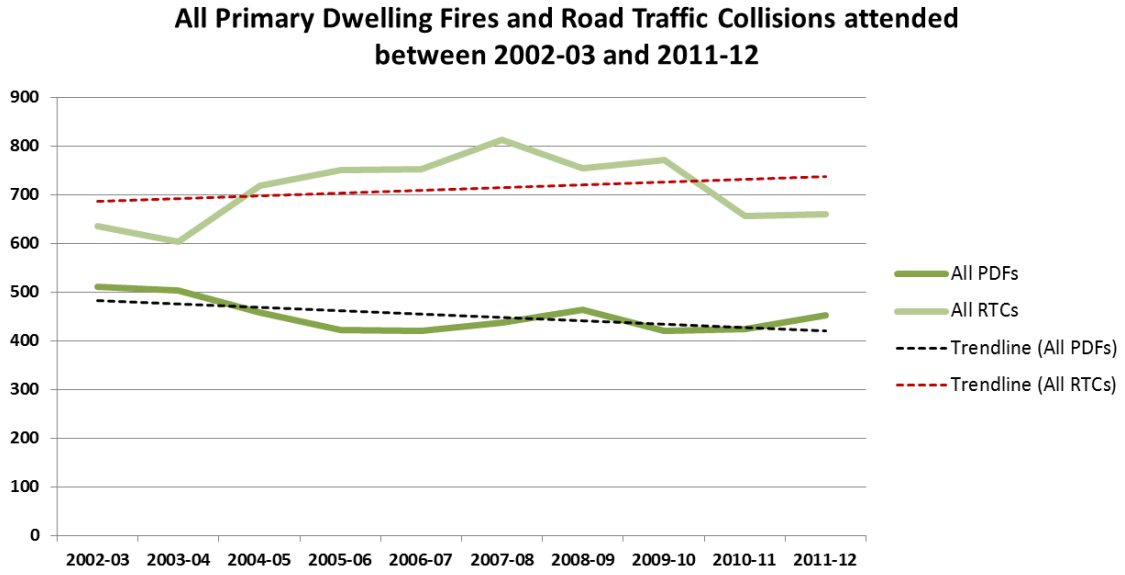
Figure 7 - Incidents attended by HWFRS with trendline



3.2 With the reduction in the numbers of fires and other emergencies, fire engines are called out on far fewer occasions than they were ten years ago. However, within this overall trend there are variations from year-to-year between different types of incidents. In particular, if we look at the main life risk incidents that the Service attends, the number of fires in the home[21] has fallen by about 11% over the ten year period, though there has been a rise in the last two years, while the number of road traffic incidents we attend has risen by about 4% (though there has been a general fall since a high point in 2007-08). Figure 8 below shows the general trend and fluctuations over time in the two main life risk incidents.

[21] known as Primary Dwelling Fires or PDFs

Figure 8 – Life risk incidents attended by HWFRS



3.3 There are several factors behind why the trend is downwards, not least of which is the prevention, protection and incident response work of the Fire and Rescue Service. For instance, over the last ten years:

- our community education and safety work with households, schools and businesses has helped to provide people with a better understanding about the dangers of fire, water and roads, and we now carry out twice as many home fire safety visits as we did ten years ago and install almost twice as many smoke alarms in houses
- we have invested in the best training, facilities and equipment available for firefighters to help them to deal effectively with all types of fire and rescue incidents
- there have been major advances in computer technology, such as having crucial data available on fire engines for crews on the way to incidents and specialist equipment, such as heavy cutting tools for getting people out of vehicles quickly if they have an accident.

3.4 The figures also reflect other factors like the weather. For instance, the high numbers of fires in 2003-04 and 2006-07 can be linked to outbreaks of grassland fires during the summer heatwaves of 2003 and 2006, and the big rise in special service incidents in 2007-08 can be related largely to the major floods across the two counties in summer 2007.

3.5 The figures also say something else: for each fire and rescue incident there is a personal story. Some incidents involve bringing people or animals out of harm's way or making sure leaks and spillages don't pollute the environment. Others involve damage to or loss of property and some may involve people getting injured or in some tragic cases losing their lives. When we examine

the figures more closely, we also find that some areas and some groups of people tend to experience a greater proportion of incidents than others.

3.6 This last point is what understanding risk is all about. The more we understand risk, the more we will be able to focus our resources and target our services in ways that reduce risk as far as we can.

WHAT IS RISK AND HOW DO WE ASSESS IT?

3.7 For fire and rescue services, risk is about weighing up how likely it is that something potentially harmful or hazardous could happen against the severity of the impact or consequences if it does. This Plan is about what we put in place to reduce the likelihood of something harmful occurring and the measures we take to be able to respond effectively if incidents do happen.

3.8 One of the problems with identifying risk is that it is very hard to predict where and when an incident is going to happen or how serious it might be. There are, however, a number of ways in which we can improve our understanding and we can use this to help to prevent incidents happening in the first place or to make sure that we are well prepared to deal effectively and reduce the impact if there is an emergency.

3.9 Three of the main ways in which we improve our understanding are by:

- gathering and analysing incident and activity data
- learning from research and professional judgement
- using risk modelling techniques

incident and activity data

3.10 Every time we attend an incident, lots of information is collected and recorded. We know the type of incident that occurred, where and when it happened and who was involved. In most cases we can also identify what the cause was and how and why it became an emergency. We also know which fire station(s) responded to the incident, how many fire engines attended and how long they took to get there. We know how the incident was dealt with, what equipment was used and how long it took to deal with it. We also know if any other fire and rescue services were involved, especially if the incident was close to or over the border in our neighbouring fire and rescue service areas.

3.11 With over 40,000 incidents dealt with in the last five years, there is plenty of valuable information that we can analyse. The data helps us to see if there are any trends emerging in each of our fire station areas and across the two counties. For instance, we can see what impacts our general community safety work and targeted safety campaigns are having on reducing incident

numbers in particular neighbourhoods. We can also see where new issues might be emerging that need to be addressed.

research and professional judgement

3.12 Each of the 46 fire and rescue services in England provides similar incident data to national Government. Detailed research and analysis[22] of this data has helped to identify a number of important characteristics shared by people who are most at risk of having or suffering injuries in, accidental fires. They include people who live alone, elderly people, those with physical or mental disabilities and those with substance abuse problems. Many of those people most at risk are also in contact with other agencies, such as the National Health Service and local councils.

3.13 One of the most striking characteristics is that there is a strong link between the rate of house fires in an area and the rate of deprivation in that area; that is, the rate of dwelling fire tends to be highest in areas where the rate of deprivation is also high. Indicators of deprivation include economic and social issues like unemployment and low income, poor health and high crime rates. They also include issues like having poor access to services, which is more common across the most rural areas in the two counties. [23]

3.14 We are able to match these characteristics with our own incident data to help to identify who and where to target our prevention work for greatest impact. We can also increase the impact by working closely with other local agencies like the local councils to make sure that our services are joined up.

3.15 There is also a wealth of local and national information available to help us to consider what other potential risks there are. Some of these, such as the likely growth in the elderly population in the two counties over the next seven years, were listed in the previous section of this Plan. Our partners in the local authorities provide lots of information and analysis about future trends, and this can help us to plan ahead to make sure we are well prepared.[24]

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[22] 'Learning Lessons from Real Fires: Findings from Fatal Fire Investigation Reports', research carried out by Greenstreet Berman Ltd. presented in 'Fire and Rescue Service partnership working toolkit for Local Area Agreements' DCLG 2008; and 'Community Fire Safety – Identifying and locating those most at risk of fire' HWFRS 2011

[23] A lot of this information is set out in the national Indices of Deprivation for England, which was last published by the Government in 2010. The Index of Multiple Deprivation (IMD) is a measure of the relative deprivation between different areas, through which the risks of fire among different groups in society and across geographical areas can be assessed.

[24] see Facts and Figures – Herefordshire Council and Worcestershire County Council – Research & Intelligence

risk modelling

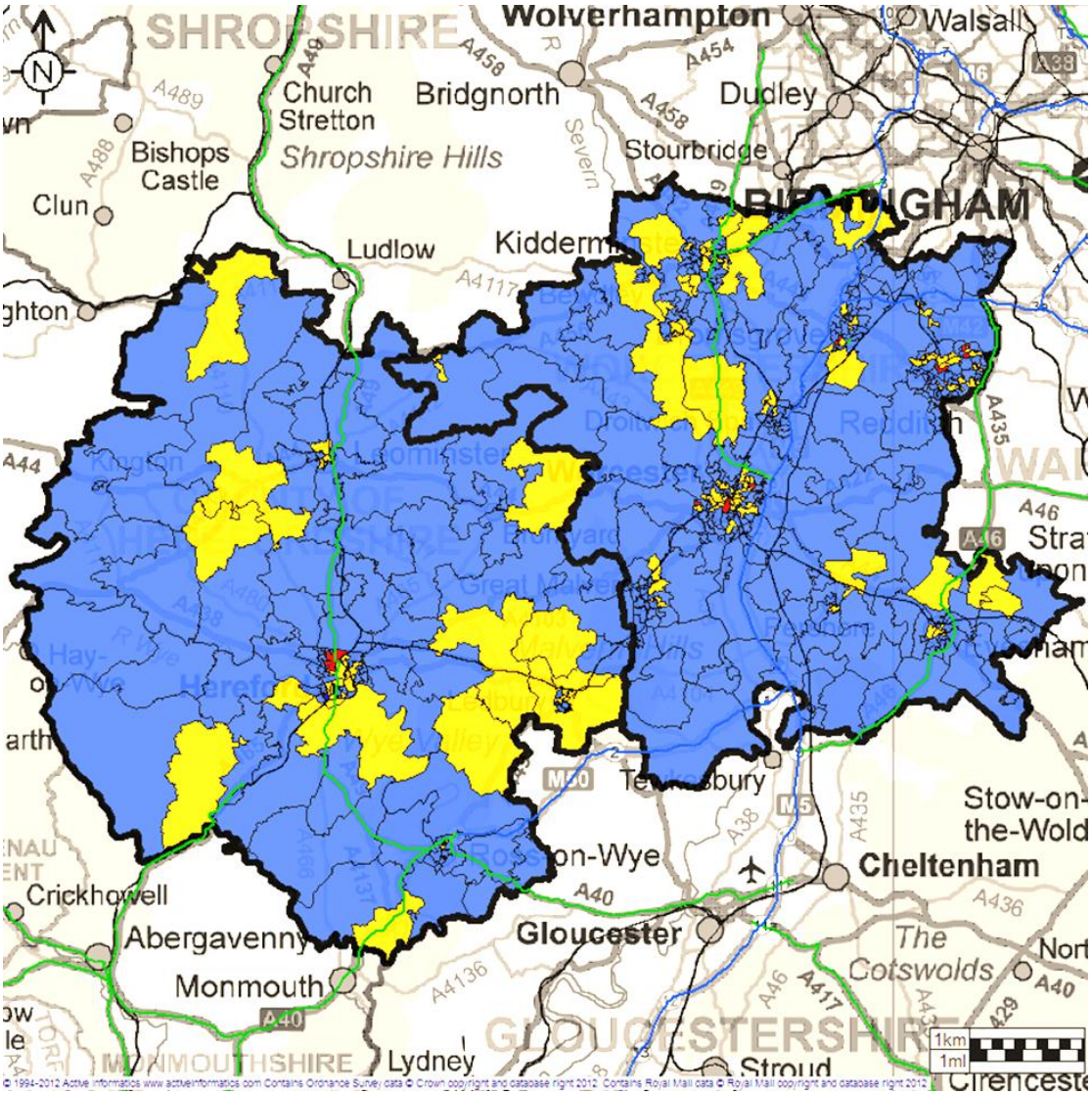
3.16 Risk doesn't stand still. We need to keep on reviewing how the risks we face change over time. We need to look ahead to see how risk might change as a result of the types of factors discussed earlier in this Plan – issues such as population growth and changing levels of deprivation. To do this, we use a number of statistical techniques, mapping software and simulation modelling to analyse the data.

3.17 We have brought together evidence from the incidents we have attended alongside the research findings, to develop a picture of what risk looks like across all parts of the two counties. It focuses on the main life risks incidents we attend – fires and road traffic collisions – to identify who and where is most at risk and it highlights where our prevention and protection activities should be targeted for best effect.

3.18 In short, our analysis has developed risk ratings for fires and road traffic collisions, that enabled us to rank every area of the two counties according to how likely it is that an incident will occur and the chances of someone being injured in that incident. The findings show that most areas are at low risk of having a house fire but that there are some smaller areas where there have been a higher than expected number of fires. They also show that we attend more road traffic collisions in some parts of the two counties than others.

3.19 The following two maps, figures 9 and 10, give a visual representation of fire risk and road traffic collision risk. It can be seen that most areas are low risk (shaded blue). In figure 9, areas shaded yellow and red are at medium and high risk: this means that these areas are more likely to have fires in buildings than other areas. We use high/medium/low to help to distinguish between those areas that tend to have more incidents than expected: this does not mean that living in a high or medium risk area will cause you to have a fire but it does mean that these areas tend to be more at risk of a fire. In figure 10, the higher risk areas for road traffic collisions are centred on the main populated areas and the busier roads, including the M5 and M42 motorways.

Figure 9 - Fire Risk Map



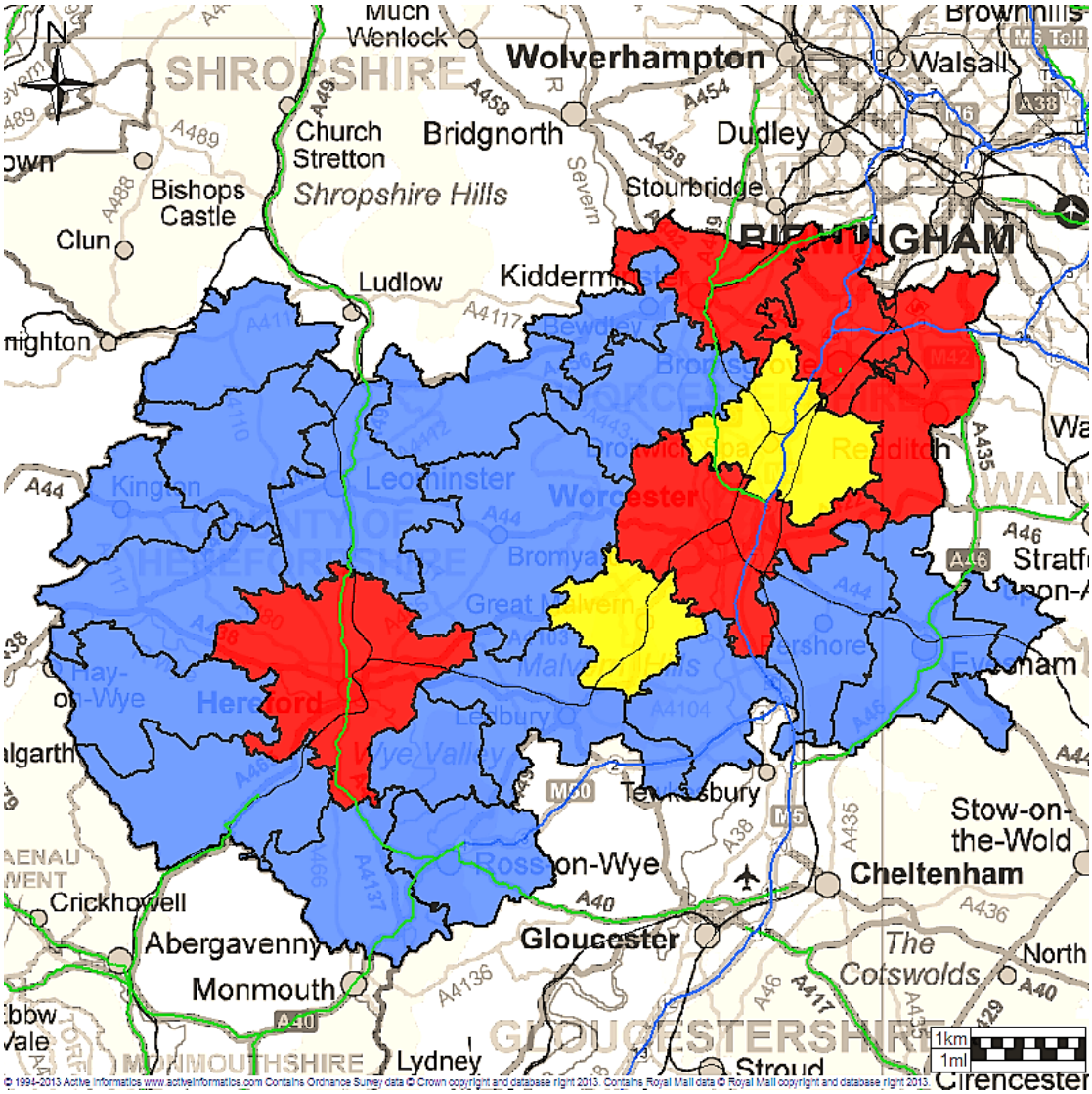
Risk Grade		
Low	*Medium*	*High*

Notes:

1. data from 2009-11 risk scores

2. the small areas in the map are known as 'lower-layer super output areas' (LSOAs). These are subdivisions of electoral Wards in all local authority areas of England. They provide a useful basis for statistical comparison because they are generally similar in terms of population size. They range from about 1,000 residents (400 households) to a maximum of 3,000 residents (1,200 households), though on average they contain around 1,500 residents.

Figure 10 – Road Traffic Collision Risk Map



Risk Grade		
Low	*Medium*	*High*

Notes:

1. data from 2009-11 risk scores
2. the small subdivisions in the map are the current 27 fire station areas

3.20 These maps are valuable pieces of evidence to use when considering how best to arrange our fire engines so that they can provide sufficient cover to be able to respond to fires and other emergencies. A detailed analysis of fire and emergency cover arrangements is set out in Section 5 – Delivering Our Services - later in this CRMP.

MANAGING RISK

3.21 Combining everything we know about risk informs our discussions about what we need to do to manage risk and how best to allocate our resources. Our approach to managing risk can be summarised as follows:

1	**Identify the hazard**	As seen earlier, hazards might be related directly to our services, such as fires and road traffic collisions or may affect the way we run our Service, such as reduced financial resources or could be wider issues outside our influence, such as a changing climate and the threat of terrorism.
2	**Assess the risk**	Our risk modelling alongside local knowledge and professional judgement helps to build a risk profile across our two counties. The analysis enables us to map risk at a very local level so that we can show which areas are at greater risk than others.
3	**Review and rank the risk**	Once hazards are identified and their risks assessed, they can be listed and prioritised for a more detailed consideration of how each risk can be best minimised or tackled.
4	**Agree actions to reduce risk**	Decisions about how to reduce risk levels to as low as reasonably practical requires careful consideration of how they affect the three main outcomes set out in Our Strategy – that is, how they take into account risks to communities, to firefighters and to the quality of our services. Decisions on how planned actions will be implemented through the Service's prevention, protection and response strategies need to be determined by asking: ▪ is the risk acceptable? ▪ if not, is there a cost effective way of reducing the risk? ▪ is the Service able to deal effectively with any remaining risk?
5	**Action planning**	Reports on the implementation of risk reduction actions will ensure that performance is being monitored and the impact is being evaluated against the outcomes in this CRMP and the overall Our Strategy outcomes. A three-yearly action plan will ensure that the success of actions to reduce risks are fully reviewed and reported.

TACKLING RISK

4.1 Understanding risk helps us to be more prepared to successfully tackle an incident should it happen. Knowing the likelihood of something happening and the potential impact it could have, provides us with an opportunity to put measures in place to prevent incidents happening and to ensure that our communities, firefighters and local areas are as well protected as possible. It also helps to ensure that we are able to respond quickly and effectively to an incident.

ORGANISING OURSELVES TO TACKLE RISK EFFECTIVELY

4.2 To be ready to tackle risk effectively we need to make sure that we are well organised and make the best use of our resources. As a publicly funded service, we also need to make sure that every penny is well spent. Achieving this requires effective management of the whole Fire and Rescue Service. This is led by the Chief Fire Officer and the Senior Management Board, overseen by the Hereford & Worcester Fire and Rescue Authority.

4.3 The Chief Fire Officer and the Senior Management Board determine how to organise the Service to be most effective at tackling risk. The Service currently employs over 800 full-time and part-time staff, most of whom are highly trained firefighters (some 80% of the total workforce) and there are currently 27 fire stations across the two counties plus a headquarters, training centre and stores/workshop.

4.4 There are 43 front-line fire engines at present, along with other specialist vehicles, all-terrain vehicles and boats. We also host one of the UK's highly specialised Urban Search and Rescue (USAR) teams, which provides both a national resilience resource and specialist rescue support for major incidents in the local area. There is also a range of specialised vehicles, such as a High Volume Pumping Unit which is able to move vast amounts of water quickly in times of major flooding.

4.5 Most of our employees are directly involved in delivering services that keep our communities as safe as we can, from being able to respond quickly and effectively to any emergency incident, to working with communities and partner agencies to try to make sure that these incidents don't happen in the first place.

4.6 These services generally come under three headings, though all are interrelated - Prevention, Protection and Response. A fourth heading, which runs through how we deliver all our services is Resilience.

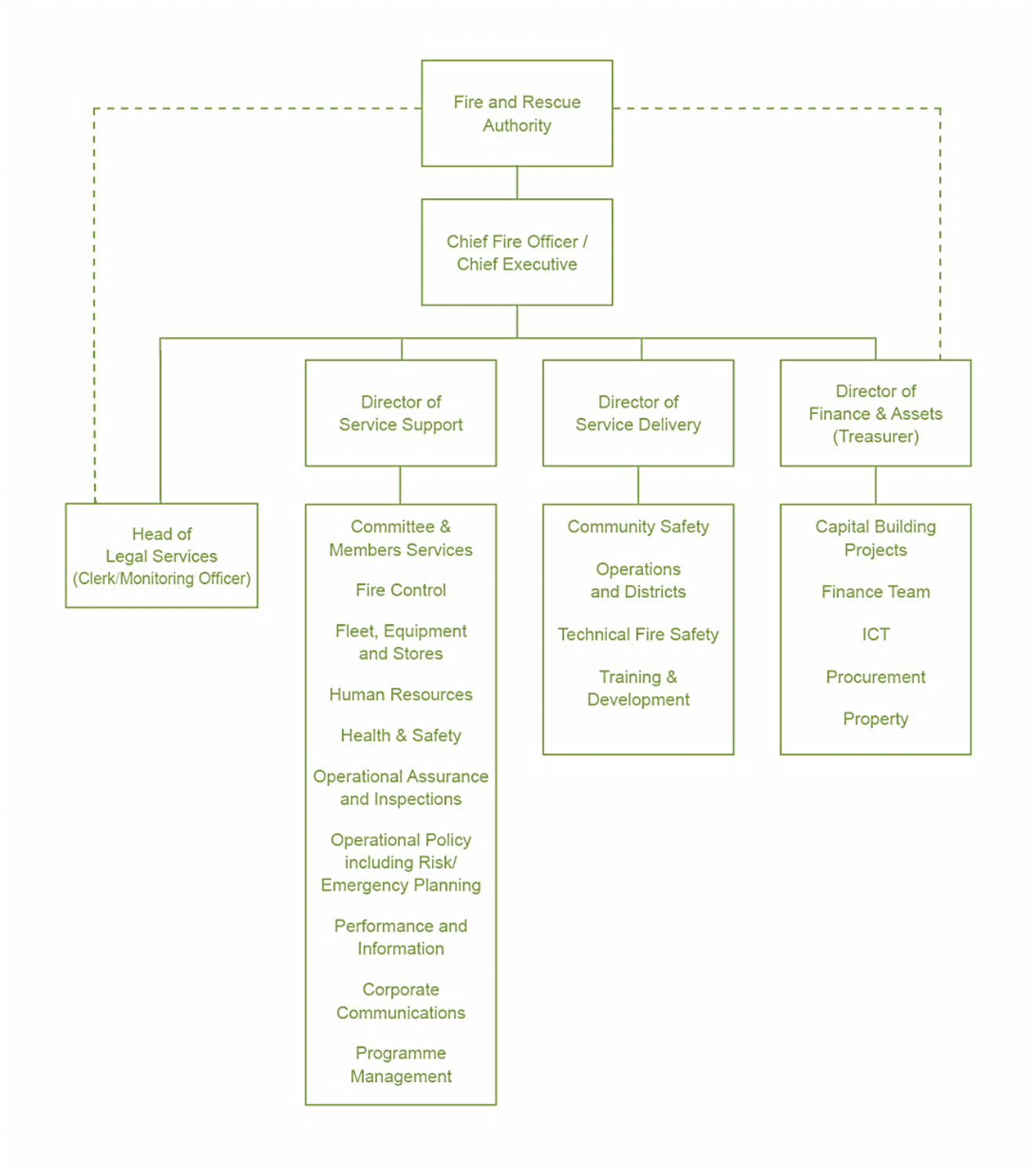
Prevention	is about delivering activities that aim to stop incidents happening in the first place. Much of this work is organised through our Community Safety teams and delivered locally by firefighters, frontline support staff and volunteers.
Protection	is about making sure that business premises are as safe as possible, including carrying out inspections and enforcing fire safety measures where required. This work is undertaken by specialist technical fire safety officers.
Response	is about being able to act quickly, effectively and efficiently in the event of a fire and rescue emergency. This is highly specialised work that is carried out by well-trained and well-equipped firefighters.
Resilience	is about being as prepared as possible for whatever emergency might happen and being able to provide timely back up support at incidents. This requires us to have contingency plans in place with others for both nationally significant emergencies as well as local incidents, including making sure that we can continue to deliver our own services at times of emergency.

4.7 Ensuring that these essential services are able to be delivered successfully relies upon a whole range of other support services and functions. These include highly professional management structures, training and development programmes, risk management and health and safety procedures, specialised technology, vehicle and equipment maintenance, property management and a state of the art emergency call handling and mobilising centre[25]. Supporting this are the business functions such as financial and legal management and human resources. Together all these services help to make sure that we are as resilient as possible to whatever risks and challenges we might face.

4.8 The following chart shows how the Service is organised to deliver these services:

[25] known as Fire Control

Figure 11 - Fire and Rescue Service structure



4.9 We have seen earlier in this Plan, that hazards and risks are not evenly distributed across the two counties. For instance, some areas have higher levels of deprivation than others, some areas are more prone to flooding and some have higher risk sites such as industrial processes and heritage buildings.

4.10 So that we are fully able to tackle different risks in different areas, the Chief Fire Officer and Senior Management Board work to ensure that there is a good balance between our prevention, protection and response services, and to make sure that the right resources, such as fire engines and firefighting equipment, are located in the right places.

4.11 The way in which we deliver these services and the emphasis we place on each, changes over time. In effect, the more successful we are at managing risk through our prevention and protection activities, the fewer occasions we will need to be called upon to attend an emergency incident. Nevertheless, there will always be emergencies, so we will always need to maintain an effective response service able to tackle a wide range of fire and emergency incidents across the two counties and occasionally in other areas.

4.12 In the next few years to 2020, we will be focusing on the following broad areas to ensure that our services continue to meet the three main principles of Our Strategy – firefighter safety, community safety and quality services.

Prevention

4.13 Preventing fires and other emergencies from happening in the first place is the most effective way to save lives. We will continue to develop our understanding of risk to improve our ability to target areas and people most at risk.

4.14 Our analysis has highlighted four key themes where our work will be concentrated:

- accidental fire deaths and injuries
- arson
- vulnerable and elderly people
- road safety

4.15 There will also be a particular focus on the ageing population and greater youth engagement within local communities.

4.16 This work will continue to be supported by the use of sophisticated software to ensure that our community safety work remains targeted at those most at risk; for instance, Pinpoint[26] risk analysis software is currently used to identify those vulnerable households that would benefit most from home fire safety checks.

[26] Pinpoint™ is a web based reporting and risk analysis programme designed to help focus prevention activity in areas of the community that present greatest risk, © Active Informatics Ltd.

4.17 Technical expertise and good practice will continue to be shared and developed with neighbouring fire and rescue services, and partnership working with local authorities and other agencies will focus on better data sharing to identify those most at risk in our two counties.

Protection

4.18 Protection work significantly reduces the risk of fire in buildings where people work, shop and visit. Our protection team, known as Technical Fire Safety, work with businesses across the two counties to ensure that they have appropriate fire safety precautions in place, including ways of preventing and restricting the spread of fire, and having means of escape in case of fire.

4.19 The team focuses on three main areas:

- providing education and advice to businesses to ensure that they understand the risks and costs of fires, and that they know what precautions to take to reduce the risk of fire
- carrying out risk based audits and targeted inspections of those premises identified as presenting a greater risk of fire than others
- investigating and taking enforcement action against where necessary, those business premises that fail to comply with fire safety legislation (the Fire Safety Order).[27]

4.20 Specialist skills are needed to carry out the provisions of the Fire Safety Order, and the team develops and delivers training programmes to maintain these skills. Over the next few years, this training will be extended to more fire and rescue officers throughout the two counties to ensure that the legislative requirements are fully delivered.

4.21 Sharing technical expertise and good practice with neighbouring fire and rescue services and partnership working with many other agencies and local authorities, will continue to help to ensure that there is a consistent approach to fire safety that helps to reduce the risk of fire in buildings and keeps communities and firefighters safe.

Response

4.22 We have carried out an extensive review of our fire and emergency response arrangements. The review looked at our current firefighting resources balanced against the levels of risk in our two counties and took into account both the significant fall in the number of incidents we need to attend and the

[27] The Fire and Rescue Service has a responsibility to carry out the provisions of the Regulatory Reform (Fire Safety) Order 2005 legislation.

increased pressures on our funding. The review found that we can reduce the numbers of fire engines and firefighters we need, and still maintain an effective response service. Our detailed findings are presented in the next section of this Plan.

4.23 While we recognise that resources can no longer support as many fire engines or firefighters as we have currently, firefighters will always represent the largest part of our workforce and their safety is of paramount importance. To support this, we will continue to provide training and development programmes designed to ensure that firefighters have the necessary firefighting and rescue skills and technical knowledge to be able to carry out their many roles effectively and safely. Over the next few years, this will include training to improve competence in controlled tactical ventilation of buildings, in operating specialist fire engines and equipment, in managing large animal rescues and in the use of new technology.

4.24 To complement training programmes, we will continue to develop our training facilities, including the three new locally-based Strategic Training Facilities, which provide firefighters with the opportunity to gain and practise crucial skills in highly realistic conditions. Opportunities will also be sought to further enhance this by sharing training expertise and facilities other fire and rescue services.

4.25 We will continue to improve and update general and local knowledge on the main hazards and risks to maintain firefighter safety. This includes gaining a full understanding of the general risks[28] involved in incidents, such as fighting fires in open rural areas and rescuing people who are trapped, and developing competence in being able to assess and manage risk at the scene of an incident. At the local level, there will be further development and review of the intelligence programme (INTEL), in which fire officers research and record vital risk information about local hazards in and around the two counties.

4.26 To ensure that the very best standards of delivery to our communities are maintained, we regularly review our operational planning arrangements. We are working with many other fire and rescue services to develop and deliver a common practice, which will ensure that the service we provide to our communities is consistent, to a high standard and provides value for money.

[28] The Department for Communities and Local Government publish operational and training guidance for fire and rescue services covering 'generic risk assessments' and general health, safety and welfare issues. Details can be found here: Operational guidance for the fire and rescue service.

4.27 We will continue to explore and evaluate future innovations in fire and emergency cover to ensure that our response services are tailored to local demand and risk with maximum effectiveness and efficiency. This may include looking at good practice in areas such as changes in mobilising practice or different types of response vehicles.

4.28 We will continue to invest and make the best use of resources and assets such as land and buildings. This includes working together with our public sector partners in the two counties to explore opportunities to share facilities; for example the development of the new joint Bromsgrove Police and Fire Station. We will also explore further opportunities to develop our joint Fire Control, which has the potential to achieve additional cost savings and efficiencies.

Resilience

4.29 All fire and rescue services have plans and arrangements in place to deal with the many types of incidents they might face, however they are caused – naturally, by accident or by intentional acts. Some incidents may be local that the fire and rescue service can deal with on its own but some might need assistance from across the region, while others might require national support and coordination.

4.30 Resilience planning involves many agencies – from Government[29] to the local level – working together to put procedures in place should an incident happen. Having plans and arrangements in place means that we are as prepared as possible for whatever emergency might happen and can respond quickly and safely.

4.31 While large and very large scale incidents are rare, some risks have a wide significance because of their potential to adversely affect large parts of the country, such as widespread flooding or even the whole of the UK, for example a potential national outbreak of a new flu virus affecting everyone, including firefighters. To assist in assessing the potential impact, the Government compiles a National Risk Register for Civil Emergencies[30]. This records the most significant risks that the country could face over the next five years and is based on expert assessment of how serious the impact could be. It covers the potential threats of natural and accidental disasters, and also assesses the threats of terrorism and malicious attacks.

[29] the Government has prepared guidance on 'emergency preparedness' and 'emergency response and recovery' for emergency services, including fire and rescue services, carrying out their duties under the Civil Contingencies Act 2004, which can be found at this link: Emergencies: preparation, response and recovery

[30] see the National Risk Register for Civil Emergencies (2013 edition)

4.32 We work alongside other emergency services and other agencies to make sure that plans and resources are in place for these types of events. The Government has made significant investment in supporting fire and rescue services to be as prepared as possible, including the provision of specialised equipment and related training. In this respect, we have a range of specialist vehicles and equipment able to deal with larger incidents and a highly specialised Urban Search and Rescue (USAR) team, who work both locally and are available to provide support at incidents elsewhere when called upon.

4.33 At a more local level, we work together with other emergency services, local councils, health authorities and others in a forum, known as the West Mercia Local Resilience Forum. This forum assesses all the significant risks we are likely to face in the counties of Herefordshire, Worcestershire and Shropshire, from wide area flooding to major traffic accidents. The forum compiles a list called the Community Risk Register,[31] which sets out the likelihood of each risk occurring and its potential impact, along with the control measures put in place to tackle it. We also have working arrangements in place with our neighbouring fire and rescue services to enable us to provide mutual assistance when needed and emergency planning procedures are in place with all relevant local agencies.

4.34 At the very local level, every fire station has its own assessment of particular risks in the station area. These assessments range from inspections by local firefighters to make sure that they are aware of what potential hazards there may be at identified local sites, to full surveys gathering intelligence to inform tactical firefighting plans should an incident occur at sites, such as hospitals or recycling facilities. Our assessments also include consideration of any potential hazards lying over the border from our area, to ensure that we are able to assist in minimising the impact of risk to communities and firefighters in other areas. Every fire station also has contingency plans in place, known as 'station fall-back arrangements', which prepare crews to deal with emergencies on station, such as the loss of utilities.

4.35 Like any other organisation, the fire and rescue service might also be adversely affected by a significant event, for example, if there is disruption to fuel or power supplies, or lack of staff available to respond to a number of large incidents happening at the same time. To help to address this, we have contingency plans to make sure that the Service itself can continue to deliver its crucial role at times of emergency. These procedures are set out in Business Continuity Plans, which are regularly updated.

[31] the Community Risk Register can be found at the West Mercia Prepared website.

DELIVERING OUR SERVICES

5.1 The previous sections have shown how we expect risk to change over the next few years and how we are organising our services to tackle this. We have also shown that, over time, the number of incidents we attend has come down and that we know far more about where and who is more likely to have an incident, especially a life risk incident, than we did ten years ago.

5.2 The challenge for how we deliver our services into the future is to find the most appropriate balance between what we know about risk and the needs of communities across both counties against our available resources.

5.3 Over the years, through our previous Integrated Risk Management Plans, we have met this challenge by reorganising and rebalancing our prevention, protection and response services against risks and resources. We have put greater emphasis on targeting our prevention and protection work in areas at greatest risk, we have increased our joint work with other services and we have managed to reduce what we spend and make our resources go further.

5.4 We know that our available resources will be substantially lower in the coming years. We need to determine how to address this, while at the same time ensuring that we continue to meet the aims of Our Strategy: firefighter safety, community safety and quality services.

5.5 To find ways of meeting this challenge, we have carried out a thorough review of risk across the two counties and we have made significant changes to the ways in which we deliver our protection and prevention services. In future years, these services will need to adapt further to ensure that they continue to provide an important prevention focus, while becoming more efficient and innovative in how initiatives are delivered.

5.6 A full review of our response (fire and emergency cover)[32] arrangements has now also been completed. The findings of the review are presented below.

FIRE AND EMERGENCY COVER REVIEW

5.7 Our IRMP Action Plan for 2012-13 set out a broad set of strategic objectives to ensure that we realign our resources to the areas of greatest risk within our community. Within the objectives was a recommendation to review fire cover across the whole Service and ensure that:

[32] fire and emergency cover refers to the provision of resources (fire engines and specialist vehicles – see also next footnote) to attend incidents that involve fire and/or emergency situations. It includes the speed of response, how many resources we send and how we crew the fire engines and specialist vehicles.

- the deployment of available resources best reflects the risk profiles and needs of the communities across both counties
- the community is provided with a response that is flexible, resilient and appropriate across the entire Service area.

5.8 The Service periodically reviews all of its activities to ensure that they remain appropriate to the needs of communities and that they are clearly focused on reducing risk. Our reviews include determining where specialist vehicles[33] should be located for best effect, examining our arrangements for tackling incidents on or over our border with neighbouring fire and rescue services, assessing how we make provision for managing resources in times of high demand, such as widespread flooding incidents and evaluating the impact of our prevention and protection work.

5.9 Reviewing fire and emergency cover is an important part of this on-going process. The focus of this review has been on activity and risk: where we place and how we crew our fire engines in order to maximise the effectiveness and efficiency of our response services within the funds and resources available to us.

5.10 We have assessed potential changes to how we arrange our resources against the risks in their local area and the wider risks across the whole Service area and, where appropriate, in areas outside the Service area. The outcome is a number of proposals designed to make the most efficient use of operational resources within the financial constraints that now prevail.

5.11 It has to be appreciated that this review has been carried out against a backdrop of financial pressures and funding uncertainties. Using the best available information, the Authority anticipates the need to save an additional £4.7 million by 2016-17 and in each subsequent year, over and above the £2.5 million savings identified since 2011-12. Up to £2.7 million of these savings may need to be found through the fire and emergency cover review.

Undertaking the review

5.12 The question posed in the fire and emergency cover review is **'how can we reduce our operational resources to assist in balancing the budget with the least impact on Our Strategy?'**

5.13 To address this, the review has looked at what we have and what we need. In terms of the 43 front-line fire engines that we currently have, we have never needed to call upon all of them at the same time. The most we've ever had to call upon at one time was 35 during the exceptional flooding

[33] also known as 'special appliances' or 'specials' - these are vehicles and equipment that attend incidents but are not fire engines – for example, it could be a vehicle with an aerial ladder platform or a high volume pump unit.

event in summer 2007. It is important to realise, however, that the moment our fire engines are committed to an incident, we do need to maintain cover elsewhere in case other incidents happen at the same time. It is also important to remember that fire engines from other fire and rescue services can be brought into our counties to support us.

5.14 Taking this as a starting point, **the review has considered which fire engines can be removed with the least impact on our ability to reach incidents quickly and safely, and which also ensures that we can provide back-up support in good time if needed.**

5.15 It is important to appreciate that removing a fire engine will also remove a firefighting crew and, where there is only one fire engine at the fire station, it will mean closing that fire station.

Couldn't we just remove the least busy fire engines?

The easiest solution might seem to be to remove the least busy fire engines, as they don't attend as many incidents as others. However, that might not be the best way of addressing the issue.

For instance, if we look at how busy each fire engine is and where it is located, our figures tell us what you might expect: Worcester fire station, in the most densely populated area, is busiest, while Leintwardine fire station, in one of the least populated areas, is least busy.

At present Worcester fire station has three fire engines, while Leintwardine fire station has one. If we take one fire engine from Worcester fire station, there would still be two available at the fire station to provide an immediate response and, if needed, back-up support from a neighbouring fire station (for example Malvern or Droitwich) would be able to reach the city centre in under 15 minutes during the day. However, if the single fire engine at Leintwardine fire station is removed, the next nearest fire station would be at Kingsland, which would take over 20 minutes to arrive as the first fire engine on scene at an incident in the centre of Leintwardine.

This example shows that there is no simple way to determine which fire engines to remove.

5.16 To help to assess the overall impact on the Service's ability to reach incidents in good time and provide timely back-up support when needed, we have used a sophisticated simulation model called Phoenix,[34] which is able to create

[34] Phoenix™ is a software program used to simulate changes to fire and emergency cover in order to evaluate the impact of such changes on fire engines and crews, community safety and attendance standards. © Active Informatics Ltd.

different scenarios or combinations of fire engines removed from different locations and can calculate the impact it will have on our ability to reach incidents. The model has used incident data from 2008 to 2011 and was able to identify what impact the removal of a fire engine has. Taking current attendance by the first and second fire engines at fires in buildings and road traffic collisions as a benchmark, the model was able to show how the removal of a fire engine compares against this.

5.17 Using fires in buildings and road traffic collisions as benchmarks is important as these are the two main types of life risk incidents that we attend. It is also important to note that, while it is no surprise that most house fires happen where people live, there are some areas and some people that tend to have a greater risk of having a house fire than others. Likewise in terms of road traffic collisions which can happen on any road, the ones that we need to attend tend to happen on the faster A roads throughout the two counties. Knowing this, we can also assess what impact the removal of a fire engine could have on our ability to attend such incidents, particularly in the more at risk areas.

5.18 Another factor to consider when removing a fire engine is the 'knock-on' effect it may have on surrounding fire stations; that is, if incidents happen in an area where a fire engine has been removed, which other fire engines will need to attend and what is the knock-on effect of that and so on. The simulation model was able to take this into account.

5.19 We have also taken into account the fact that fire engines are not always available. One of the reasons for this is that crew for on-call fire engines are made up of members of the local community who have other jobs and commitments. This means that for some fire engines, the changes proposed are already effectively in place for certain periods of the day and night.

5.20 While balancing overall resources against risks is central to this review, the review must also consider the local implications of any changes to fire and emergency cover. The removal of a fire engine from a particular fire station or the change of crewing on a fire engine may have little impact on the Service's overall ability to maintain an appropriate level of cover but we recognise that there will be impacts on the local areas and those directly affected.

5.21 With the help of the simulation model, a number of proposals have been put together with different combinations of fire engine removals. To capture the potential implications of each proposal, a number of key principles were incorporated into the analysis. These are set out in the following table:

❖ **we should minimise the overall impact by removing only the most appropriate fire engines** based on a consideration of:

- the demand placed on each fire engine in terms of the number of incidents that occur within a fire station area, including the types of incident and the times of day when they occur
- the availability of each fire engine
- the overall impact on the Service's ability to attend life risk incidents
- the potential impact on the level of life risk within the locality where a fire engine has been removed
- the proximity of other fire engines able to provide appropriate cover in an area where a fire engine has been removed
- the number of firefighters affected, including their crewing systems (e.g. wholetime shift and retained duty)
- the savings associated with the removal of a fire engine, which will vary depending on which fire engines are removed
- the need to ensure that strategically located[35] fire stations are not adversely affected by the removal of a fire engine
- the potential impact on any strategically located specialist vehicles at fire stations affected
- the potential impact on fire stations over the border, i.e. within other Fire and Rescue Authority areas.

5.22 Using these principles, the review has considered the impact of:

a. removing one fire engine from a fire station that currently has three fire engines
b. removing one fire engine from a fire station that currently has two fire engines

[35] this is the geographic location of the fire station in relation to the Service's need to be able to provide back-up support in good time and the resilience to deal with a large incident as well as day to day activities.

c. removing a fire engine from a fire station in a local cluster of fire stations.

THE PROPOSALS

5.23 Proposals to change our fire and emergency cover arrangements have been set out into three broad proposals. Each proposal has assessed the potential impact of removing a fire engine against the key principles identified above. The following tables (figures 12, 13 and 14) provide a summary of each, along with a short description. A short impact analysis is also included in each table, with figures based on the findings of the simulation model.

5.24 Details of the fire stations affected by these proposals are set out in Appendix 1. Full profiles of all 27 fire stations, including the implications of removing a fire engine, have been completed and are available on the Service website.

Proposal 1

5.25 Proposal 1 removes a fire engine from each of the three fire stations that currently have three fire engines – Hereford, Redditch and Worcester fire stations (see figure 12 below). At Hereford and Worcester fire stations, the removal of a wholetime fire engine will also remove a wholetime crew of firefighters, while removing an on-call fire engine from Redditch fire station will remove an on-call crew. In total, 50 posts would be lost and there would be a saving of £1,575,400.

5.26 Analysis of the impact on our ability to attend incidents in good time shows that there would be very little impact in implementing this proposal. There would be a slight delay for the first fire engine on scene and in providing support at Hereford and Worcester fire stations. However, this can be addressed by changing the way other fire engines are sent to provide support from neighbouring fire stations, such as Droitwich and Malvern. The proposed change at Redditch fire station would have a minimal impact on our ability to reach incidents in good time. While the three fire stations are currently the busiest, the proposal puts them on a similar basis to the other two busy fire stations, Kidderminster and Bromsgrove.

Figure 12 – Removing a fire engine from a fire station with three fire engines

	Proposal	Fire Stations affected	Current Status	Proposed Status	Impact	FF Posts Lost		Financial Savings	
						WT	OC	2014/15	2016/17 and ongoing
	Fire Stations with three Fire Engines								
1	Remove one fire engine from each fire station within this proposal	Hereford			Loss of posts and slight delay in support	22	0	£767,650	£767,650
		Redditch			Minimal impact on both community and Service	0	6	£55,300	£55,300
		Worcester			Loss of posts and slight delay in support	22	0	£752,450	£752,450
						44	**6**	**£1.575m**	**£1.575m**

Impact Summary:
The analysis shows that Hereford's first fire engine would reach about 1 in 20 life risk incidents (representing about 5 fires in buildings and 3 RTCs per year) later than currently, and for Worcester's first fire engine it would be later at about 1 in 15 incidents (representing 9 fires in buildings and 5 RTCs per year). Where back-up support is needed, the second fire engine at Hereford would reach 9 of 84 fires in buildings and 2 of 37 RTCs slightly later each year. For Worcester, support would be slightly later at 6 of 108 fires in buildings and 2 of 45 RTCs each year.

At Redditch fire station, the first fire engine would reach just 1 fire in buildings later each year and would arrive no later at RTCs than at present. Support from a second fire engine would be later at just 1 in 40 fires in buildings each year and no later at RTCs than at present.

Key:  = Wholetime  = On-Call FF = Firefighter WT = Wholetime OC = On-Call

5.27 This proposal can be considered as stand-alone. It retains a high level of fire and emergency cover by retaining two fire engines at each fire station, while also providing significant savings.

Proposal 2

5.28 Proposal 2 removes one fire engine from three of the ten fire stations that currently have two fire engines (see figure 13 below). The three fire stations are at Bromyard, Ledbury and Tenbury Wells, and they represent those stations where there is the least impact on the community and the Service as a whole if a fire engine was removed. Removing the three fire engines will also remove an on-call crew at each fire station, a total of 20 posts.

5.29 The ten fire stations with two fire engines are crewed in different ways reflecting how busy they are. Kidderminster, the busiest of the ten, has one fire engine with a wholetime crew and one with an on-call crew. The next busiest, Bromsgrove fire station, has a fire engine currently crewed by wholetime firefighters (which will change to the day-crewing-plus crewing system from April 2014) and one with an on-call crew. Droitwich, Evesham and Malvern fire stations have one fire engine crewed by day-crewing firefighters and one with an on-call crew. The other five fire stations at

Bromyard, Ledbury, Leominster, Ross-on-Wye and Tenbury Wells each have two on-call fire engines.

5.30 It is not proposed to remove the on-call fire engines at Bromsgrove, Droitwich and Malvern fire stations at this stage for a number of reasons but notably because they support the implementation of Proposal 1. Leominster and Ross-on-Wye fire stations are considered further in Proposal 3 along with Kidderminster and Evesham fire stations.

Figure 13 – Removing a fire engine from a fire station with two fire engines

	Proposal	Fire Stations affected	Current Status	Proposed Status	Impact	FF Posts Lost		Financial Savings	
						WT	OC	2014/15	2016/17 and ongoing
	Fire Stations with two Fire Engines								
2	**Remove one fire engine at each fire station**	Bromyard			Delay in support	0	5	£44,500	£44,500
		Ledbury			Delay in support	0	8	£51,700	£51,700
		Tenbury Wells			Delay in support	0	7	£38,800	£38,800
						0	**20**	**£135,000**	**£135,000**

Impact Summary:
The analysis shows that removing one of the on-call fire engines at each of these three fire stations will have no impact on how quickly we get to fires in buildings and RTCs in these areas. Where a second fire engine is needed as back-up support, it would take longer than at present at no more than 7 fires in buildings and 7 RTCs in each fire station area each year.

Key  = On-Call FF = Firefighter WT = Wholetime OC = On-Call

5.31 This proposal can be considered as stand-alone, as there is minimal impact on other fire station areas and the remaining fire engines will provide a high level of fire and emergency cover in their local area. The proposal provides savings of £135,000.

Proposal 3

5.32 Proposal 3 has looked at fire stations in four clusters - North and South Worcestershire and North and South Herefordshire. The options for each cluster are presented as a choice between either removing a fire engine from a fire station with two fire engines or closing a fire station with a single fire engine (see figure 14 below). There are currently fourteen fire stations that have a single fire engine and each one was assessed in the course of preparing this proposal. The four single fire engine stations listed in this proposal – at Bewdley, Broadway, Kingsland and Whitchurch - are considered to have the least impact of the fourteen if their fire engine is removed. The analysis showed that the impact in the other ten fire station areas would be greater for a number of reasons including the area's remoteness, the ability of another fire engine to reach an incident in an area where a single fire engine has been removed, and the level of risk in each area.

5.33 The choices in each cluster are considered as either/or, because the removal of a fire engine at either fire station would then preclude the removal of the fire engine at the other fire station. Depending on the choice of options, between 38 and 56 on-call firefighting posts would be lost, and savings from 2016-17 would be between £292,800 and £401,500. On balance, our professional judgement suggests that closing the two single fire engine stations at Bewdley and Broadway would offer the least impact in North and South Worcestershire. However, the options for North and South Herefordshire are not so clear cut, as the removal of one of the on-call fire engines from each of Leominster and Ross-on-Wye fire stations has a broadly similar impact to that of closing the single fire engine stations at Kingsland and Whitchurch.

5.34 Full details of the implications for each fire station affected by this proposal are set out in Appendix 1.

Figure 14 – Removing a fire engine from a fire station in a local cluster

	Proposal	*Fire Stations affected*	*Current Status*	*Proposed Status*	*Impact*	*FF Posts Lost*		*Financial Savings*	
						W T	O C	2014/15	2016/17 and ongoing
	Clusters	***North Worcestershire***							
3	***Within each cluster*** ***EITHER*** **Remove one fire engine at a fire station with two fire engines** ***OR*** **Close a fire station in close proximity**	Kidderminster			Slight delay in support, mainly in Kidderminster	0	15	£111,100	£111,100
		OR							
		Bewdley		X	Kidderminster and Stourport can provide similar cover	0	13	£101,900	£111,800
		South Worcestershire							
		Evesham			Delay in support, mainly in the Evesham area	0	18	£97,400	£97,400
		OR							
		Broadway		X	Low number of incidents, Evesham can provide cover	0	13	£97,700	£102,500
		North Herefordshire							
		Leominster			Slight delay in support, mainly in the Leominster area	0	5	£39,900	£39,900
		OR							
		Kingsland		X	Low number of incidents, Leominster can provide cover	0	12	£91,400	£98,000
		South Herefordshire							
		Ross-on-Wye			Slight delay in support, mainly in the Ross-on-Wye area	0	7	£44,400	£44,400
		OR							
		Whitchurch		X	Some delay in cover but low number of incidents	0	11	£80,700	£89,200

Impact Summary:
The analysis shows that there would be little impact on how quickly we turn up to incidents if we choose either of the options in North and South Worcestershire, though of the two choices closing the fire station would have less impact. In North Worcestershire, choosing either option would mean that we would arrive later at no more than 5 fires in buildings and 4 RTCs per year in the station area than at present. The main impact is on back-up support in the Kidderminster area; if the on-call fire engine at Kidderminster fire station was removed, back-up support would arrive later to 48 of 66 fires in buildings and to 24 of 36 RTCs each year than at present, while removing the fire engine at Bewdley would mean a support fire engine would arrive later at 1 fire in buildings and 1 RTC each year in the Bewdley area. In South Worcestershire, choosing either option would mean that we would arrive later at no more than 3 fires in buildings and 1 RTC per year in the station area than at present. The main impact is on back-up support in the Evesham area; removing the on-call fire engine at Evesham fire station would mean that a support fire engine would arrive later to 23 of 37 fires in buildings and 13 of 19 RTCs each year than at present, while removing the fire engine at Broadway has no impact on providing back-up support in the Broadway area.

In North and South Herefordshire, there is less of a clear cut choice between the two options. In North Herefordshire, choosing either option would mean that we would arrive later at no more than 1 fire in buildings and 4 RTCs per year in the Kingsland area than at present if the Kingsland fire engine is removed, while removing one of the on-call fire engines at Leominster would have no more impact than at present. Of the two options, there is more of an impact on back-up support in the Leominster area; removing one of the on-call fire engines at Leominster fire station would mean that a support fire engine would arrive later to 10 of 17 fires in buildings and 3 of 17 RTCs each year than at present, while removing the fire engine at Kingsland has no impact on providing back-up support in the Kingsland area. In South Herefordshire, closing Whitchurch fire station would affect our attendance to RTCs, while removing one of the on-call fire engines at Ross-on-Wye fire station would affect our ability to provide back-up support. Closing Whitchurch fire station would mean that we would arrive later at 2 fires in buildings than we do at present and to all 8 RTCs we currently reach within 10 minutes in the local area. Back-up support when required would not be affected. Removing one of the on-call fire engines at Ross-on-Wye fire station has a very slight impact on how quickly we reach incidents, being later at just 1 fire in buildings and no RTCs. However, it does affect back-up support; a second fire engine would arrive later to 8 fires in buildings and 8 RTCs in the Ross-on-Wye area than at present.

Key:  = Wholetime  = Day Crewing  On-Call FF = Firefighter WT = Wholetime OC = On-Call

Consultation on Proposals

5.35 The three proposals have been designed to minimise the impact on the Service and on communities as far as possible. We know, however, that there will be other views on the impact of removing a fire engine or closing a fire station, especially from communities who may have a more local perspective.

5.36 Although we have used our professional judgement and analytical techniques to prepare a set of proposals, there are choices to be made, particularly within Proposal 3, that need to reflect a full understanding of local impacts.

5.37 Therefore, we are putting the proposals out for public consultation to get as many views together as possible, before the Fire and Rescue Authority makes their decision. The details of the consultation are set out in Section 7 at the end of this document.

5.38 Once approved, it is anticipated the implementation of chosen proposals will be carried out between April 2014 and March 2017.

OUTCOMES FOR 2020

6.1 This final part brings together our plans for the future into a series of sustainable outcomes that we want to achieve.

WHAT WILL WE SEE BY 2020?

6.2 Our review of the influences and pressures facing the Service provides an insight into the considerable challenges ahead. We expect future funding for fire and rescue services to be reduced. We also expect there to be potentially more vulnerable people living in our communities because of their age, health or other personal circumstances, or because of where they happen to live.

6.3 With the scale of current and future funding reductions, we will not be able to continue delivering all of the same services in the same way as we do at the moment. By 2020, the Service you see will not be the same as the one you see now. We will have less money to spend and fewer staff to deliver services. We'll be doing some things differently and we may need to consider whether it is appropriate to continue providing others. We are likely to be doing more prevention work within communities through our partner agencies. We may also find it more effective to combine some of our services with other fire and rescue services or other organisations may be more involved in delivering some of what we currently deliver.

6.4 There may be other difficult decisions ahead as we strive to provide the best service we can with the resources available. We have already made substantial cost reductions across every part of our Service, full details of which can be found in the Efficiencies Review 2013 and continue to make great efforts to provide a better service at a reduced cost. However, we are well aware that there may be events outside our control that could adversely affect our ability to deliver our services in the same way as before.

6.5 To make sure that we do everything we can to maintain the best service possible, we've set ourselves a number of outcomes that we want to deliver over the next few years. Some of these outcomes involve making changes to the way in which we provide our services, so that we are able to balance our resources against risks and other demands.

By 2020, we want to be able to show that:

- our prevention, protection and response services are sustainable and being delivered to their best effect
- our fire stations are equipped and crewed in the most appropriate ways to tackle risks in their local areas
- our Service is taking full advantage of the significant advances in safety and firefighting technology
- our work with other fire and rescue services, other emergency services, local organisations and local communities is giving us more capacity to deliver the most effective services, and may mean merging with other fire and rescue services
- there is wider community engagement and greater involvement with local council members of the FRA in setting priorities and decision making, ensuring that there is more public scrutiny of our services and how we deliver them
- greater use is being made of the rapid changes in communications technology, particularly the rise in the use of social media websites, which can provide important safety information quickly and effectively

6.6 Setting outcomes that we aim to achieve by 2020 allows us to plan ahead with sufficient flexibility to make appropriate changes as circumstances change and it does not tie us to unrealistic targets and deadlines. Having sustainable outcomes to aim towards also helps us to check our progress against our overall strategy and its three principles: ensuring firefighter safety, community safety and the delivery of quality services.

6.7 Progress will be reported through three-yearly CRMP action plans, the first of which will cover the period 2014-15 to 2016-17, as well as updates through the annual statement of assurance.

CONSULTATION

7.1 This Plan has set out what we are doing over the next few years to make sure that we can continue to deliver our services effectively and efficiently. It has looked at what we understand by risk and what we are doing to protect people, buildings and the natural environment from fire and other emergencies. It has also looked at how we are going to deliver our fire and emergency response services in the light of the overall fall in the number of incidents we need to attend.

7.2 It has also focused on the seriousness of the funding situation and how we are proposing to deal with this. We have shown that the gap between what we need and what we'll have available is likely to be £4.7 million by 2016-17. We have also shown that we have already made substantial cuts to our workforce, including from management and back office staff but that there is a limit to how far we can keep cutting without having a noticeable impact. We believe that we can make further reductions of around £2 million away from our frontline services but the remaining £2.7 million will inevitably have to come from our response service.

7.3 The reality of the situation is that we will be removing some fire engines, we will have fewer firefighters and we may need to close some fire stations. Our Service will not be the same as it is now and we know that we may take longer to reach some incidents. We accept that no-one will be happy about this, not least ourselves but we have no other choice.

7.4 We have used our professional judgement and an in-depth analysis of incident data, trends, risks and activity levels to prepare a set of proposals that we believe will go a long way towards achieving the savings needed and will have the least impact on our communities, on the safety of our firefighters and on the quality of our services.

7.5 We know, however, that there will be other views, especially from communities who may have a more local perspective. We are keen to hear as many comments and suggestions as possible, so that the Fire and Rescue Authority has a full range of views to consider before making a final decision.

7.6 We want to make it very clear, however, that the savings must be found and we cannot envisage alternative ways of finding the amount needed without the removal of fire engines and firefighter posts and the potential closure of some fire stations.

7.7 The consultation questions are set out below, with references to the relevant sections in the Plan.

Question 1

Issues facing our two counties	*see Section 2, paragraphs 2.13 – 2.22*

We have set out some of the main issues across the two counties that will continue to have an impact during the term of this Plan and have highlighted the implications they may have for the Fire and Rescue Service. We have identified three broad issues - the economic situation, population growth and change, and the changing environment – that are of particular importance.

Do you have any comments on the issues highlighted? Are there any other issues that you think should be included that may have an impact on our ability to deliver an effective service?

Question 2

Financial issues facing the Fire and Rescue Authority	*see Section 2, paragraphs 2.32 – 2.41*

We have described the on-going financial situation and the need to make substantial savings. We reported that balancing the budget requires a balancing of the resources available against the risks faced. We also noted that we believe the scale of savings necessary will inevitably mean reducing the number of fire engines and firefighters but that this will be done in a way that has the least impact on our communities.

Do you have any comments on the issues raised in this section? Are you able to suggest alternative ways in which to make the year-on-year savings needed?

Question 3

Understanding risk	*see Section 3*

This section presents an analysis of risk and how we are using this to improve how we target those areas and communities most at risk. It places a focus on the two main risks to life – fires and road traffic collisions – and sets out how we gather and use evidence to manage risk effectively.

Do you have any comments on our approach to understanding risk and how we are using this to help to shape and manage our services?

Question 4

Tackling risk	*see Section 4*

This section sets out how the Fire and Rescue Service is organised so that it can effectively deliver its prevention, protection, response and resilience services. Each of these services has a number of broad areas of focus over the next few years, all aimed at delivering Our Strategy effectively and efficiently.

Do you have any comments on the focus of our work in the next few years?

Prevention (*see paragraphs 4.13 – 4.17)*

Protection *(see paragraphs 4.18 – 4.21)*

Response *(see paragraphs 4.22 – 4.28)*

Resilience *(see paragraphs 4.29 – 4.35)*

Question 5

Delivering Our Services	*see Section 5*

This section sets out how we intend to deliver our services into the future and, in particular, how we propose to balance our available resources against what we know about risk across the two counties. It describes how we have undertaken an overall review of fire and emergency cover and its focus on activity and risk: where we place, and how we crew, our fire engines, in order to maximise the effectiveness and efficiency of our response services within the funds and resources available to us. With the savings that need to be made, it concludes that we believe the removal of fire engines, the potential closure of fire stations and the removal of firefighter posts is inevitable and it sets out a number of principles we have used to help to minimise the impact. We accept that the vast majority of people would not want to remove any fire engines or firefighters, or close fire stations; however, we believe that we may have no other choice.

Do you have any comments on how we have approached our review of fire and emergency cover?

Do you have any comments on the principles we have used to minimise the impact of removing fire engines? *(see paragraph 5.21)*

Question 6

Fire and Emergency Cover proposals	*see Section 5, paragraphs 5.23 – 5.34 and Appendix 1*

Using the principles identified in this section, we have set out three proposals for removing fire engines from fire stations, aimed at minimising the impact on the Service and local communities. Proposals 1 and 2 present our considered view for which fire engines can be removed with the least impact. Proposal 3 presents a choice between fire engines in four local areas or clusters. Depending on which fire engine is removed, this proposal potentially involves the closure of fire stations.

Proposal 1

This proposal requires the removal of one of the two wholetime fire engines from each of Hereford and Worcester fire stations, and one of the two on-call fire engines from Redditch fire station.

Do you have any views on this proposal?

Proposal 2

This proposal requires the removal of one of the two on-call fire engines from each of Bromyard, Ledbury and Tenbury Wells fire stations.

Do you have any views on this proposal?

Proposal 3

We propose to remove four fire engines, one from each of four clusters:

- North Worcestershire – we consider that the least impact can be achieved by closing Bewdley fire station, rather than removing a fire engine from Kidderminster.
- South Worcestershire – we consider that the least impact can be achieved by closing Broadway fire station, rather than removing a fire engine from Evesham.
- North Herefordshire – a choice needs to be made between either removing one of the two on-call fire engines from Leominster fire station or closing Kingsland fire station.
- South Herefordshire – a choice needs to be made between either removing one of the two on-call fire engines from Ross-on-Wye fire station or closing Whitchurch fire station.

Do you have any views on this proposal?

Question 7

What will we see by 2020?	*see Section 6*

This section looks at what issues the Service will face in the coming years and at some of the changes we may need to make along the way. It sets out a number of outcomes to help to guide us towards providing a more effective, efficient and sustainable service into the future. We aim to provide updates on our progress towards achieving these outcomes so that they can be checked against the three principles of Our Strategy: ensuring firefighter safety, community safety and the delivery of quality services.

Do you have any comments on our view of the future and how we aim to report progress?

APPENDICES

Appendix 1: Proposals 1, 2 and 3 - Fire Station Profiles

Appendix 2: IRMP Requirements in the National Framework

Appendix 3: Glossary

Appendix 4: Current arrangement of fire engines at fire stations

Appendix 1: Proposals 1, 2 and 3 – Fire Station Profiles

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Leominster fire station 101
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Ross-on-Wye fire station 111
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The fourteen fire stations listed in this appendix are all included in the proposals set out in Section 5 of this CRMP. Profiles of all 27 fire stations, including the thirteen fire stations not included in this appendix, can be found on the Service website – www.hwfire.org.uk.

BEWDLEY FIRE STATION

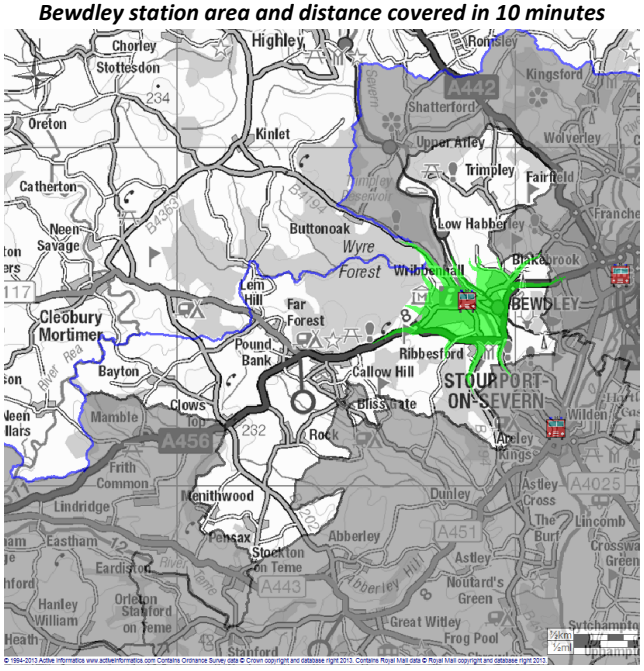
(See Proposal 3 in Section 5 of the Community Risk Management Plan)

Bewdley fire station has one on-call fire engine. This means that the crew live or work locally and are able to travel to the fire station within 5 minutes. The station also has an off-road vehicle for attending incidents in hard-to-access terrain, which can also be used to tow personnel and equipment at an incident.

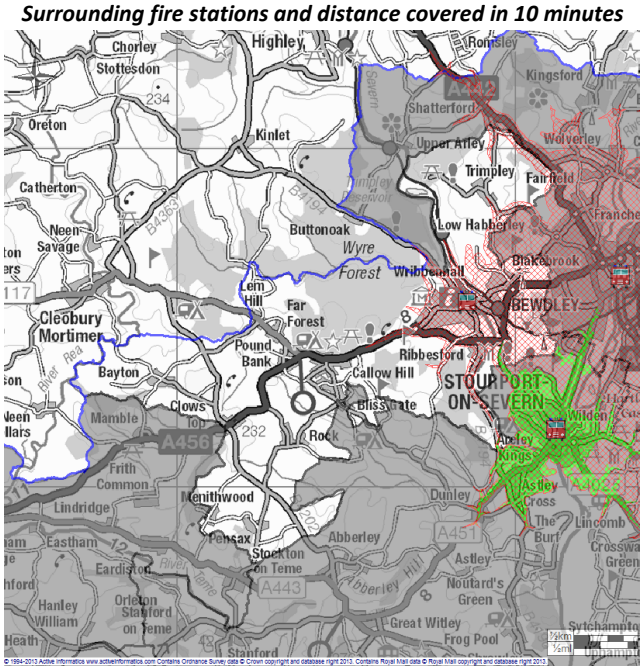
Bewdley fire station is located in Bewdley town in north Worcestershire. Bewdley is near the towns of Kidderminster and Stourport but is also in a rural area. Local fire stations include Kidderminster 3 miles to the east, Stourport 4 miles to the south and Tenbury Wells 14 miles to the west. Cleobury Mortimer fire station is 8 miles to the west over the county border in Shropshire.

The map below on the left shows the station area for Bewdley fire station with the distance the fire engine can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Bewdley station area with the distance their engines can travel within 10 minutes of being alerted[1].

Bewdley station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

How We Respond To Incidents In This Area

What incidents do we attend in this local station area?
Within the Bewdley station area, there are on average 132 incidents a year[2]. There are on average 7 fires in the home (excludes chimney fires), 14 road traffic collisions and 35 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 56% of incidents in this station area occur during the day (8am-6pm) and 44% at night.

The fire engine at this fire station is mobilised on average from 14 to 18 times a year to activity outside of Herefordshire and Worcestershire. Approximately 52% of mobilisations from Bewdley station are to activity within its own station area, 39% to activity outside of its own station area but within the two counties and 9% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 3 times on average per year.

How quickly can we get to fires in buildings in this area?[4]
There have been on average 12 fires in buildings a year in Bewdley station area. We can arrive at approximately 8 of these fires within 10 minutes and approximately 10 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 10 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to all of those incidents.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 14 RTCs a year in Bewdley station area. We can arrive at approximately 7 of these RTCs within 10 minutes and approximately 11 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 8 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to all of those incidents.

What do we know about commercial premises in this area?
Bewdley's station area has a total of 173 commercial buildings that are known to the Service. We hold detailed records on 17 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 3 fires involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Bewdley area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engine to incidents in its own area?
No, because the local fire engine might not be the closest to the incidents in its station area, also it might not always be available. The crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Bewdley fire station the on-call fire engine is not available 5% of the time (10% of the time during the day and 1% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To close the fire station

This would change the level of cover at Bewdley fire station from one fire engine to no fire engines in Bewdley.

Key Points

- **Fire and emergency cover would be provided by the wholetime and on-call fire engines from Kidderminster and the on-call fire engine from Stourport**
- **Impact on our attendance to fires in buildings and RTCs would be very limited due to the proximity of surrounding stations**
- **With the fire engine not always available, the proposed change is effectively already in place approximately 5% of the time**
- **By closing this fire station, the Service would reduce its annual outgoings by £101,900 in 2014/15 and by £111,800 from 2016/17**
- **There would be a reduction of 13 on-call firefighter posts at Bewdley**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Bewdley station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, we would arrive at approximately 7 fires in buildings per year within 10 minutes and 9 within 15 minutes. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 9 fires in buildings per year and within 10 minutes of the 1st fire engine to all 10 fires in buildings per year that required back up support.

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

Fires in Buildings in Bewdley station area				
Incidents Attended by: (1st) 12 p.a. (2nd) 10 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	8	10	10	10
Removal of on-call engine	7	9	9	No adverse impact
Difference	**1**	**1**	**1**	

How quickly would we be able to attend road traffic collisions in Bewdley station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, we would arrive at approximately 5 RTCs per year within 10 minutes and to the same number of incidents within 15 minutes as with current fire and emergency cover. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 7 RTCs per year and within 10 minutes of the 1st fire engine to all 8 RTCs per year.

Road Traffic Collisions (RTCs) in Bewdley station area				
Incidents Attended by: (1st) 14 p.a. (2nd) 8 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	7	11	8	8
Removal of on-call engine	5	No adverse impact	7	No adverse impact
Difference	**2**		**1**	

Which fire engines would attend incidents in Bewdley station area instead?
The fire engines at Kidderminster and Stourport would most often be sent as 1st fire engine instead. Fire engines at Tenbury Wells would be sent to incidents that take place on the outer boundary of the station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?
By closing the station at Bewdley, fire engines at Stourport, Kidderminster, Bromsgrove and Droitwich stations would become busier. The Bewdley fire engine is called out on average from 14 to 18 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by fire engines at Kidderminster, Stourport or Tenbury Wells stations, depending on the location of the incidents. The off-road vehicle would need to be re-located.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £101,900 in 2014/15 and by £111,800 in 2016/17. This would be achieved by removing 13 on-call firefighter posts and closing the station. It does not include vehicle savings.

BROADWAY FIRE STATION

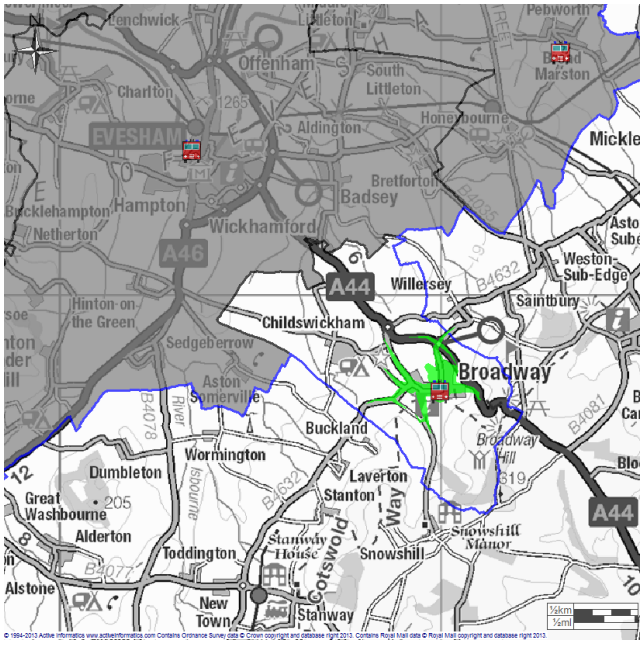
(See Proposal 3 in Section 5 of the Community Risk Management Plan)

Broadway fire station has one on-call fire engine. This means the crew live or work locally and are able to travel to the fire station within 5 minutes.

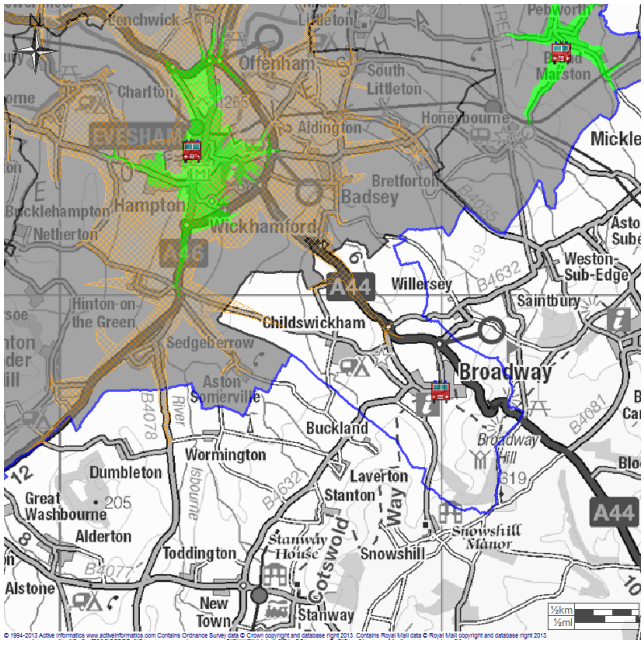
Broadway fire station is located in Broadway village, which is in a rural area on the south-eastern border of Worcestershire. Local fire stations include Pebworth 6 miles to the northeast and Evesham 7 miles to the northwest. Winchcombe is 8 miles to the south-west and Chipping Campden 7 miles to the east in Gloucestershire.

The map below on the left shows the station area for Broadway fire station with the distance the fire engine can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Broadway station area with the distance their engines can travel within 10 minutes of being alerted[1].

Broadway station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	On-call travel distance	Day-crewed travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Broadway station area, there are on average 60 incidents a year[2]. There are on average 4 fires in the home (excludes chimney fires), 5 road traffic collisions and 35 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 47% of incidents in this station area occur during the day (8am-6pm) and 53% at night.

The fire engine at this fire station is mobilised on average from 16 to 18 times a year to activity outside of Herefordshire and Worcestershire. Approximately 50% of mobilisations from Broadway station are to activity within its own station area, 34% to activity outside of its own station area but within the two counties and 16% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 4 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 5 fires in buildings a year in Broadway station area. We can arrive at approximately 3 of these fires within 10 minutes and approximately all 5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 4 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 2 of those incidents and within 10 minutes to all of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 5 RTCs a year in Broadway station area. We can arrive at approximately 2 of these RTCs within 10 minutes and all 5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 3 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 2 of those incidents and within 10 minutes to all 3 of those incidents per year.

What do we know about commercial premises in this area?
Broadway's station area has a total of 100 commercial buildings that are known to the Service. We hold detailed records on 10 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there is approximately 1 fire involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Broadway area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engine to incidents in its own area?
No, because the local fire engine might not be the closest to the incidents in its station area, also it might not always be available. The crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Broadway fire station the on-call fire engine is not available 17% of the time (35 % of the time during the day and 4% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To close the fire station

This would change the level of cover at Broadway fire station from one on-call fire engine to no fire engines in Broadway.

Key Points

- **Fire and emergency cover would be provided by the wholetime and on-call fire engines at Evesham**
- **We would arrive slightly later to a limited number of fires in buildings and RTCs**
- **With the fire engine not always available, the proposed change is effectively already in place approximately 17% of the time**
- **By closing this fire station, the Service would reduce its annual outgoings by £97,700 in 2014/15 and by £102,500 from 2016/17**
- **There would be a reduction of 13 on-call firefighter posts at Broadway**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Broadway station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, we would probably not be able to attend any of the 5 fires in buildings within 10 minutes, but would get to 2 of them within 15 minutes. Back up support provided by the second fire engine would not be adversely affected.

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

Fires in Buildings in Broadway station area				
Incidents Attended by: (1st) 5 p.a. (2nd) 4 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	3	5	2	4
Removal of on-call engine	0	2	No adverse impact	No adverse impact
Difference	**3**	**3**		

How quickly would we be able to attend road traffic collisions in Broadway station area?

In the following table you can see that if we were to remove the on-call fire engine in this area, we would arrive at approximately 1 RTC per year within 10 minutes and 3 within 15 minutes. Back up support provided by the second fire engine would not be adversely affected.

Road Traffic Collisions (RTCs) in Broadway station area				
Incidents Attended by: (1st) 5 p.a. (2nd) 3 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	2	5	2	3
Removal of on-call engine	1	3	No adverse impact	No adverse impact
Difference	**1**	**2**		

Which fire engines would attend incidents in Broadway station area instead?

The fire engines at Evesham would most often be sent as 1st fire engine instead. The fire engine at Pebworth would also be sent to incidents that take place beyond its current boundary with Broadway station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By closing the station at Broadway, fire engines at Evesham, Pershore and Pebworth would become busier. The Broadway fire engine is called out on average from 16 to 18 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by fire engines from Evesham or Pebworth.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £97,700 in 2014/15 and by £102,500 in 2016/17. This would be achieved by removing 13 on-call firefighter posts and closing the station. It does not include vehicle savings.

BROMYARD FIRE STATION

(See Proposal 2 in Section 5 of the Community Risk Management Plan)

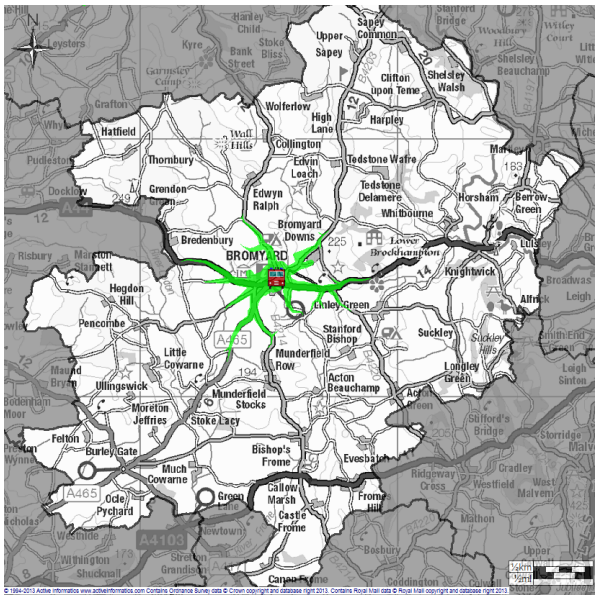
Bromyard fire station has two on-call fire engines. This means that both fire engines are crewed from a single pool of firefighters who live or work locally and are able to travel to the fire station within 5 minutes.

Some of the firefighters form a specialist crew trained to effect flood evacuation tasks and perform rescues from the river bank. They also provide support for the Water Rescue Vehicle at Hereford fire station. The station has additional equipment and a specialist crew trained in a variety of advanced animal rescue methods to include animal behaviour and handling.

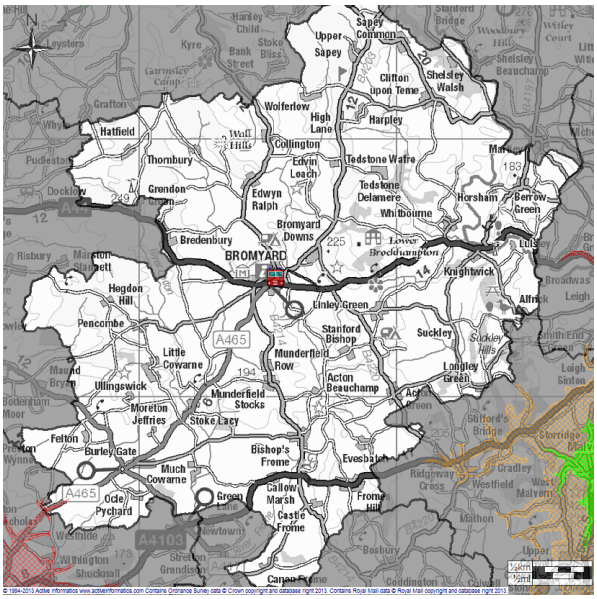
Bromyard fire station is located in Bromyard market town in a rural area on the northeast side of Herefordshire county. Local fire stations include Malvern 12 miles to the southeast, Tenbury Wells 12 miles to the north, Leominster 12 miles to the west, Ledbury 13 miles to the south and Worcester 14 miles to the east.

The map below on the left shows the station area for Bromyard fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Bromyard station area with the distance their engines can travel within 10 minutes of being alerted[1].

Bromyard station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	Day-crewed travel distance

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Bromyard station area, there are on average 122 incidents a year[2]. There are on average 8 fires in the home (excludes fires in chimneys), 22 road traffic collisions and 43 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 56% of incidents in this station area occur during the day (8am-6pm) and 44% at night.

The fire engines at this fire station are called out on average from 1 to 3 times a year to activity outside of Herefordshire and Worcestershire. Approximately 84% of mobilisations from Bromyard station are to activity within its own station area, 15% to activity outside of its own station area but within the two counties and 1% to activity outside of the two counties[3]. Fire engines from other fires services rarely support incidents in this area.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 12 fires in buildings a year in Bromyard station area. We can arrive at approximately 3 of these fires within 10 minutes and approximately 5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 10 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 9 of those incidents and to the same number within 10 minutes of the 1st fire engine.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 22 RTCs a year in Bromyard station area. We can arrive at approximately 6 of these RTCs within 10 minutes and approximately 17 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 15 RTCS a year. This support can arrive within 5 minutes of the 1st fire engine to all of those incidents.

What do we know about commercial premises in this area?
Bromyard's station area has a total of 211 commercial buildings that are known to the Service. We hold detailed records on 25 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 2 fires involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Bromyard area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. The crew are made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Bromyard fire station, there are enough crew to ensure that one of the fire engines is almost always available. However, the other fire engine is not available 29% of the time (53% of the time during the day and 12% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove one of the two on-call fire engines

This would change the level of cover at Bromyard fire station from two on-call fire engines to one on-call fire engine.

Key Points

- **Fire and emergency cover would continue to be provided by the remaining on-call fire engine at Bromyard**
- **There is a very low probability we would arrive any later to fires in buildings and RTCs than we do now with two fire engines**
- **If a 2nd fire engine were required in Bromyard it would be delayed**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 29% of the time**
- **By removing this on-call fire engine, the Service would reduce its annual outgoings by £44,500 from 2014/15 onwards**
- **There would be a reduction of 5 on-call firefighter posts at Bromyard**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings and road traffic collisions in Bromyard station area?
In the tables below you can see that if we were to remove the fire engine in this area, there is a low probability based on computer simulation and historic data that we would arrive any later to fires in buildings and/or RTCs. This is because there are very few fires in buildings and RTCs in the area, so the likelihood of two of these sorts of incidents happening at the same time and requiring both fires engines to arrive as the first on scene

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

is very rare. For example, for the 5 year period 2007/8-2011/12 there has not been a single occasion when both fire engines have been 1st fire engine at a building fire and/or an RTC at the same time. The remaining fire engine would be sent as 1st fire engine to incidents.

How quickly would we be able to provide back-up in Bromyard station area?
In the following table you can see that we would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 4 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 6 fires in buildings per year.

Fires in Buildings in Bromyard station area				
Incidents Attended by: (1st) 12 p.a. (2nd) 10 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	3	5	9	9
Removal of 2nd on-call engine	No adverse impact	No adverse impact	4	6
Difference			**5**	**3**

We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 8 RTCs per year and within 10 minutes of the 1st fire engine to approximately 10 RTCs per year.

Road Traffic Collisions (RTCs) in Bromyard station area				
Incidents Attended by: (1st) 22 p.a. (2nd) 15 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	6	17	15	15
Removal of 2nd on-call engine	No adverse impact	No adverse impact	8	10
Difference			**7**	**5**

Which fire engines would attend incidents in Bromyard station area instead?
On the rare occasion when the remaining fire engine might already be attending another incident when a building fire or an RTC takes place in this area, the fire engines from Hereford, Leominster, Malvern, Tenbury Wells or Worcester fire stations would be sent instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By removing one of the two on-call fire engines at Bromyard fire station, fire engines from Hereford, Leominster, Malvern, Tenbury Wells and Worcester would become busier. Bromyard is rarely called out to incidents outside the two counties area. The location of crews trained in specialised water related support and animal behaviour techniques would need to be reviewed.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £44,500 from 2014/15. This would be achieved by removing 5 on-call firefighter posts. It does not include vehicle savings.

EVESHAM FIRE STATION

(See Proposal 3 in Section 5 of the Community Risk Management Plan)

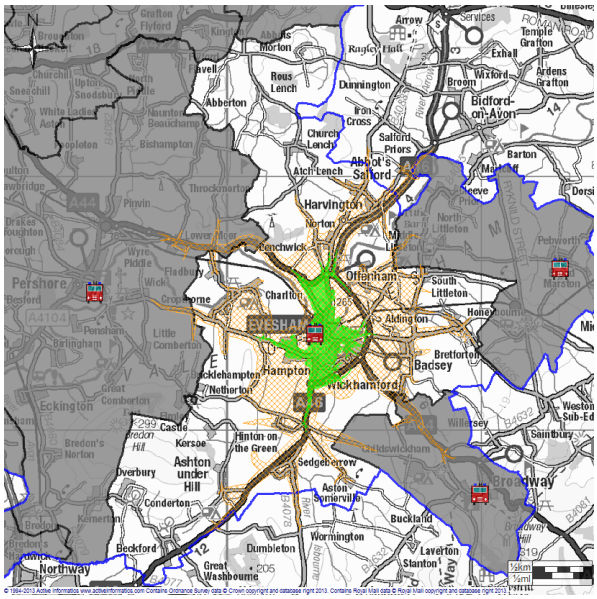
Evesham fire station has two fire engines, one day-crewed and one on-call engine. For the day-crewed engine the crew are on fire station from 8am – 6pm. During this time they are able to leave the fire station within 90 seconds of being alerted to an incident. After 6pm the crew return to their homes which are located within 5 minutes of the fire station and are alerted if required to crew the fire engine. For the on-call engine the crew live or work locally and are able to travel to the fire station within 5 minutes.

The station has a water carrier, which provides additional water where local supplies are scarce. The station also has a water rescue vehicle equipped with two powered inflatable boats and crewed by specialist swift water rescue teams.

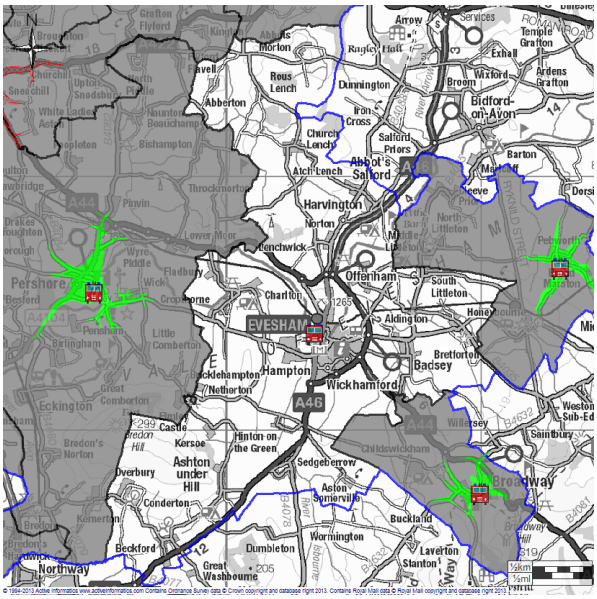
Evesham fire station is located in Evesham town, which is in a rural area in south Worcestershire. Local fire stations include Pershore 7 miles to the northwest, Broadway 7 miles to the south and Pebworth 7 miles to the east.

The map below on the left shows the station area for Evesham fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Evesham station area with the distance their engines can travel within 10 minutes of being alerted[1].

Evesham station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	Day-crewed travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Evesham station area, there are on average 407 incidents a year[2]. There are on average 27 fires in the home (excludes fires in chimneys), 27 road traffic collisions and 209 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 54% of incidents in this station area occur during the day (8am-6pm) and 46% at night.

The fire engines at this fire station are called out on average from 27 to 32 times a year to activity outside of Herefordshire and Worcestershire. Approximately 75% of mobilisations from Evesham station are to activity within its own station area, 20% to activity outside of its own station area but within the two counties and 5% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 12 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 45 fires in buildings a year in Evesham station area. We can arrive at approximately 26 of these fires within 10 minutes and approximately 35 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 37 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 32 of those incidents and within 10 minutes to approximately 34 of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 27 RTCs a year in Evesham station area. We can arrive at approximately 16 of these RTCs within 10 minutes and approximately 24 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 19 RTCS a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 17 of those incidents and within 10 minutes to all of those incidents.

What do we know about commercial premises in this area?
Evesham's station area has a total of 788 commercial buildings that are known to the Service. We hold detailed records on 99 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

impact if lost to fire. On average there are approximately 12 fires involving commercial buildings each year in the Evesham area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. For the on-call fire engine the crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Evesham fire station the on-call fire engine is not available 25% of the time (34% of the time during the day and 18% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove an on-call fire engine

This would change the level of cover at Evesham fire station from one day-crewed engine and one on-call engine to one day-crewed engine.

Key Points

- **Fire and emergency cover would continue to be provided by the remaining day-crewed fire engine at Evesham**
- **We would arrive slightly later to a limited number fires in buildings and RTCs**
- **If a 2nd fire engine were required in Evesham it would be delayed**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 25% of the time**
- **By removing this fire engine, the Service would reduce its annual outgoings by £97,400 from 2014/15 onwards**
- **There would be a reduction of 18 on-call firefighter posts at Evesham**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Evesham station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, we would arrive at approximately 24 fires in buildings per year within 10 minutes and 32 within 15 minutes. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 9 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 21 fires in buildings per year.

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

Fires in Buildings in Evesham station area				
Incidents Attended by: (1st) 45 p.a. (2nd) 37 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	26	35	32	34
Removal of on-call engine	24	32	9	21
Difference	**2**	**3**	**23**	**13**

How quickly would we be able to attend road traffic collisions in Evesham station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, attendance by our 1st fire engine to RTCs in 10 minutes would not be adversely affected. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 4 RTCs per year and within 10 minutes of the 1st fire engine to approximately 10 RTCs per year.

Road Traffic Collisions (RTCs) in Evesham station area				
Incidents Attended by: (1st) 27 p.a. (2nd) 19 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	16	24	17	19
Removal of on-call engine	No adverse impact	23	4	10
Difference		**1**	**13**	**9**

Which fire engines would attend incidents in Evesham station area instead?
On the few occasions when the remaining fire engine might already be attending another incident when a building fire or an RTC takes place in this area, we would send a fire engine from Broadway station to attend as 1st fire engine instead. The fire engines at Pershore, Worcester and Pebworth would be sent to incidents that take place on the outer boundary of the station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?
By removing the on-call fire engine from Evesham fire station, the fire engines at Broadway, Pebworth and Pershore fire stations would become busier. The on-call fire engine at Evesham is called out on average from 5 to 8 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by fire engines at Broadway, Pebworth or Upton upon Severn, depending on the location of the

incident. The location of the water carrier and crews trained in specialised water related support would need to be reviewed.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £97,400 from 2014/15. This would be achieved by removing 18 on-call firefighter posts. It does not include vehicle savings.

HEREFORD FIRE STATION

(See Proposal 1 in Section 5 of the Community Risk Management Plan)

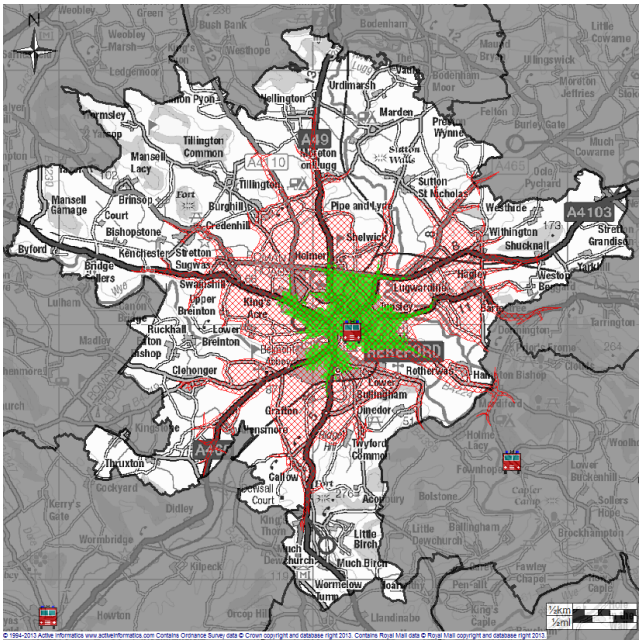
Hereford fire station has three fire engines. Two of the fire engines are crewed by wholetime firefighters and the third one is crewed by on-call firefighters. This means that for the wholetime crewed fire engines, the crew are on the fire station 24 hours a day and are available to leave within 90 seconds of being alerted to an incident. On-call crew live or work locally and are able to travel to the fire station within 5 minutes.

The station has an aerial ladder platform, a specialist vehicle which is used to aid rescues and fight fires from height. It also has equipment that is part of the National Resilience fleet, originally provided by Central Government to support activity that is coordinated nationally in times of crisis. An off-road vehicle for attending incidents in hard-to-access terrain and an Ultra Heavy Rescue Pump, a specialist vehicle which is used at road traffic collisions involving large vehicles, are based here. The station also has a water rescue vehicle equipped with two powered inflatable boats and crewed by specialist swift water rescue teams.

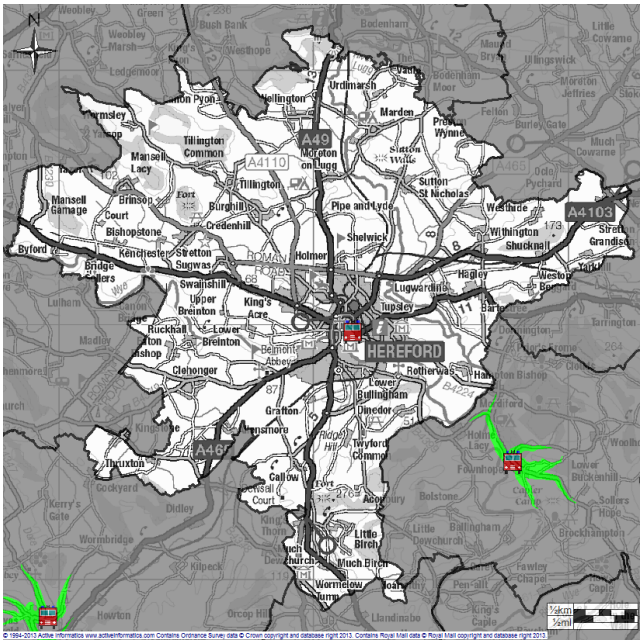
Hereford fire station is located in Hereford city but the surrounding area is predominantly rural. Local fire stations include Fownhope 6 miles to the southeast, Ewyas Harold 15 miles to the southwest, Peterchurch 13 miles to the west and Leominster 14 miles to the north.

The map below on the left shows the station area for Hereford fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Hereford station area with the distance their engines can travel within 10 minutes of being alerted.[1]

Hereford station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?

Within the Hereford station area, there are on average 905 incidents a year[2]. There are on average 54 fires in the home (excludes fires in chimneys), 59 road traffic collisions and 453 false alarms. Other fires we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 51% of incidents in this station area occur during the day (8am-6pm) and 49% at night.

The fire engines at this fire station are mobilised on average from 15 to 22 times a year to activity outside of Herefordshire and Worcestershire. Approximately 90% of mobilisations from Hereford station are to activity within its own station area, 9% to activity outside of its own station area but within the two counties and 1% to activity outside of the two

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

counties[3]. Fire engines from other fire services are requested to support incidents in this area on average once a year.

How quickly can we get to fires in buildings in this area?[4]
There have been on average 101 fires in buildings a year in Hereford station area. We can arrive at approximately 88 of these fires within 10 minutes and approximately 97 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 84 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 76 of those incidents and within 10 minutes to approximately 80 of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 59 RTCs a year in Hereford station area. We can arrive at approximately 36 of these RTCs within 10 minutes and approximately 57 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 37 RTCS a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 32 of those incidents and within 10 minutes to approximately 35 of those incidents per year.

What do we know about commercial premises in this area?
Hereford's station area has a total of 2,744 commercial buildings that are known to the Service. We hold detailed records on 125 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 27 fires involving commercial buildings each year in the Hereford area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. For the on-call fire engine the crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Hereford fire station the on-call fire engine is not available 13% of the time (19% of the time during the day and 8% of the time during the night[6]).

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

PROPOSED CHANGE

To remove a wholetime fire engine

This would change the level of cover at Hereford fire station from three fire engines (two wholetime and one on-call fire engine) to two fire engines (one wholetime and one on-call fire engine).

Key Points

- **Fire and emergency cover would continue to be provided by the remaining wholetime and on-call fire engines**
- **There would be an increase in number of calls attended by on-call fire engines**
- **If a 2nd fire engine were required in Hereford it would be slightly delayed**
- **By removing this fire engine, the Service would reduce its annual outgoings by £767,650 from 2014/15 onwards**
- **There would be a reduction of 22 wholetime firefighter posts at Hereford**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Hereford station area?
In the following table you can see that if we were to remove the 2nd wholetime fire engine in this area, we would arrive at approximately 83 fires in buildings per year within 10 minutes and 93 within 15 minutes.

We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 67 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 75 fires in buildings per year.

Fires in Buildings in Hereford station area				
Incidents Attended by: (1st) 101 p.a. (2nd) 84 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	88	97	76	80
Removal of 2nd wholetime engine	83	93	67	75
Difference	**5**	**4**	**9**	**5**

How quickly would we be able to attend road traffic collisions in Hereford station area?
In the following table you can see that if we were to remove one of the wholetime fire engines in this area, we would arrive at approximately 33 RTCs per year within 10 minutes and 52 within 15 minutes.

We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 30 RTCs per year and within 10 minutes of the 1st fire engine to approximately 33 RTCs per year.

Road Traffic Collisions (RTCs) in Hereford station area				
Incidents Attended by: (1st) 59 p.a. (2nd) 37 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	36	57	32	35
Removal of 2nd wholetime engine	33	52	30	33
Difference	**3**	**5**	**2**	**2**

Which fire engines would attend incidents in Hereford station area instead?
On the few occasions when the remaining fire engines might already be attending another incident when a building fire or an RTC takes place in this area, we would send a fire engine from Fownhope station to attend as 1st fire engine instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?
By removing the wholetime fire engine, the on-call fire engine would become busier. The on-call fire engine at Fownhope would also become busier, and depending on the location of the incident, fire engines at Ewyas Harold, Peterchurch, Bromyard and Ross-on-Wye could experience an increase in the number of calls they attend per year. Any mobilisations to incidents outside the two counties area that would have been attended by this fire engine would be picked up by the remaining two fire engines at Hereford fire station. The training requirements of on-call staff relating to assisting at water incidents and with the aerial ladder platform would need to be reviewed, as would be the deployment and staffing of National Resilience equipment.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £767,650 from 2014/15. This would be achieved by removing 22 wholetime firefighter posts. It does not include vehicle savings.

KIDDERMINSTER FIRE STATION

(See Proposal 3 in Section 5 of the Community Risk Management Plan)

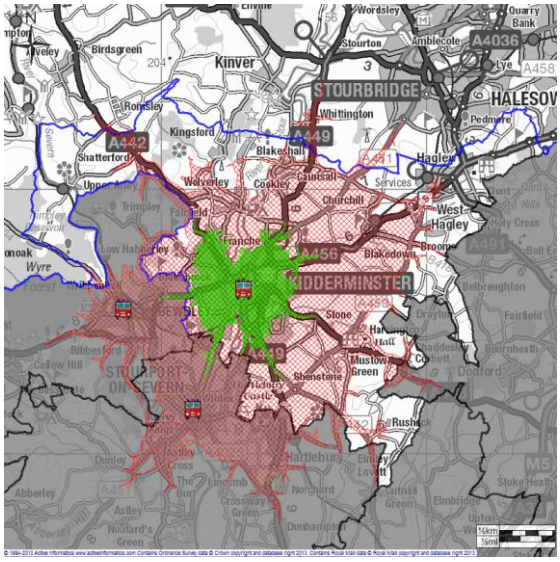
Kidderminster fire station has two fire engines, one wholetime and one on-call fire engine. For the wholetime engine, the crew are on the fire station 24 hours a day and available to leave within 90 seconds of being alerted to an incident. For the on-call engine the crew live or work locally and are able to travel to the fire station within 5 minutes.

The station has equipment that is part of the National Resilience fleet, originally provided by Central Government to support activity that is coordinated nationally in times of crisis. Some of the firefighters form a specialist crew trained to effect flood evacuation tasks and perform rescues from the river bank. They also provide support for the Water Rescue Vehicles at Worcester and Evesham fire stations.

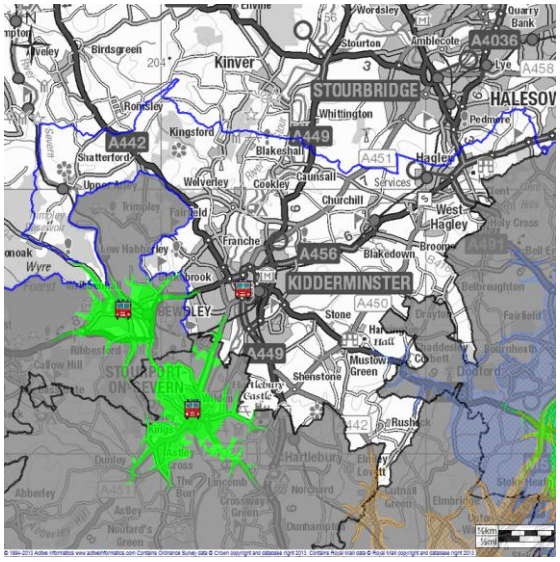
Kidderminster fire station is located in Kidderminster town in north Worcestershire. The surrounding geography is part rural, part urban. Local fire stations include Bewdley 3 miles to the west, Stourport 4 miles to the south and Bromsgrove 10 miles to the east. Kinver fire station is 6 miles to the north in Staffordshire.

The map below on the left shows the station area for Kidderminster fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Kidderminster station area with the distance their engines can travel within 10 minutes of being alerted[1].

Kidderminster station area and distance covered in10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	Day-crewed travel distance	Day-crewing plus travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Kidderminster station area, there are on average 894 incidents a year[2]. There are on average 46 fires in the home (excludes fires in chimneys), 61 road traffic collisions and 399 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 50% of incidents in this station area occur during the day (8am-6pm) and 50% at night.

The fire engines at this fire station are mobilised on average from 51 to 59 times a year to activity outside of Herefordshire and Worcestershire. Approximately 78% of mobilisations from Kidderminster station are to activity within its own station area, 18% to activity outside of its own station area but within the two counties and 4% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 27 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 78 fires in buildings a year in Kidderminster station area. We can arrive at approximately 64 of these fires within 10 minutes and approximately 77 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 66 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 60 of those incidents and within 10 minutes to approximately 64 of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 61 RTCs a year in Kidderminster station area. We can arrive at approximately 49 of these RTCs within 10 minutes and approximately 59 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 36 RTCS a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 34 of those incidents and within 10 minutes to approximately 35 of those incidents per year.

What do we know about commercial premises in this area?
Kidderminster's station area has a total of 1,274 commercial buildings that are known to the Service. We hold detailed records on 167 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

community impact if lost to fire. On average there are approximately 19 fires involving commercial buildings each year in the Kidderminster area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. For the on-call fire engine the crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Kidderminster fire station the on-call fire engine is not available 2% of the time (3% of the time during the day and 2% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove an on-call fire engine

This would change the level of cover at Kidderminster fire station from one wholetime and one on-call fire engine to one wholetime fire engine.

Key Points

- **Fire and emergency cover would continue to be provided by the remaining wholetime fire engine at Kidderminster**
- **We would arrive slightly later to a limited number fires in buildings and RTCs**
- **If a 2nd fire engine were required in Kidderminster it would be slightly delayed**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 2% of the time**
- **By removing this fire engine, the Service would reduce its annual outgoings by £111,100 from 2014/15 onwards**
- **There would be a reduction of 15 on-call firefighter posts at Kidderminster**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Kidderminster station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, we would arrive at approximately 59 fires in buildings per year within 10 minutes and 74 within 15 minutes. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 12 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 61 fires in buildings per year.

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

Fires in Buildings in Kidderminster station area				
Incidents Attended by: (1st) 78 p.a. (2nd) 66 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	64	77	60	64
Removal of on-call engine	59	74	12	61
Difference	**5**	**3**	**48**	**3**

How quickly would we be able to attend road traffic collisions in Kidderminster station area?

In the following table you can see that if we were to remove the on-call fire engine in this area, we would arrive at approximately 45 RTCs per year within 10 minutes and 57 within 15 minutes. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 10 RTCs per year and within 10 minutes of the 1st fire engine to approximately 34 RTCs per year.

Road Traffic Collisions (RTCs) in Kidderminster station area				
Incidents Attended by: (1st) 61 p.a. (2nd) 36 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	49	59	34	35
Removal of on-call engine	45	57	10	34
Difference	**4**	**2**	**24**	**1**

Which fire engines would attend incidents in Kidderminster station area instead?

On the few occasions when the remaining fire engine might already be attending another incident when a building fire or an RTC takes place in this area, we would send a fire engine from Bewdley or Stourport as 1st fire engine instead. Fire engines from Bromsgrove and Worcester would be sent to incidents that take place on the outer boundary of the station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By removing the on-call fire engine from Kidderminster fire station, the fire engines at Bewdley, Stourport, Bromsgrove and Droitwich would become busier. The on-call fire engine at Kidderminster is called out on average from 16 to 21 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by Bewdley, Bromsgrove or Redditch fire stations, depending on the location of the incident. The training requirements of on-call staff relating to specialised water related support and the deployment of National Resilience equipment would need to be reviewed.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £111,100 from 2014/15. This would be achieved by removing 15 on-call firefighter posts. It does not include vehicle savings.

KINGSLAND FIRE STATION

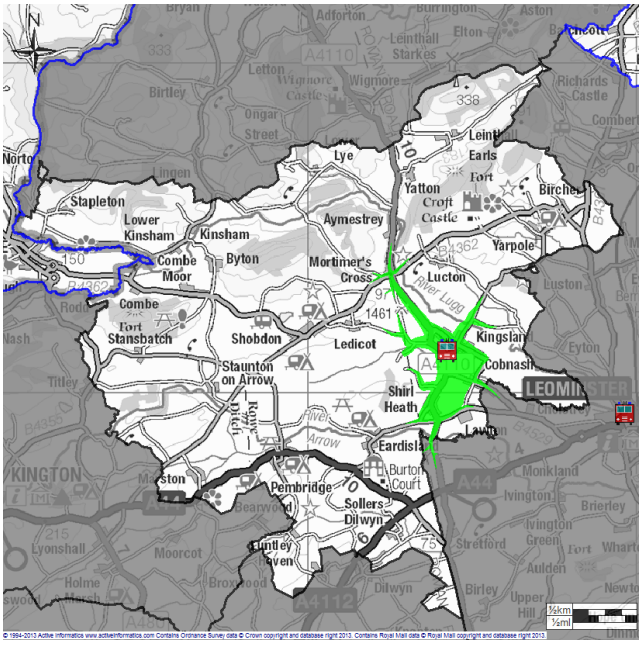
(See Proposal 3 in Section 5 of the Community Risk Management Plan)

Kingsland fire station has one on-call fire engine. This means that the crew live or work locally and are able to travel to the fire station within 5 minutes.

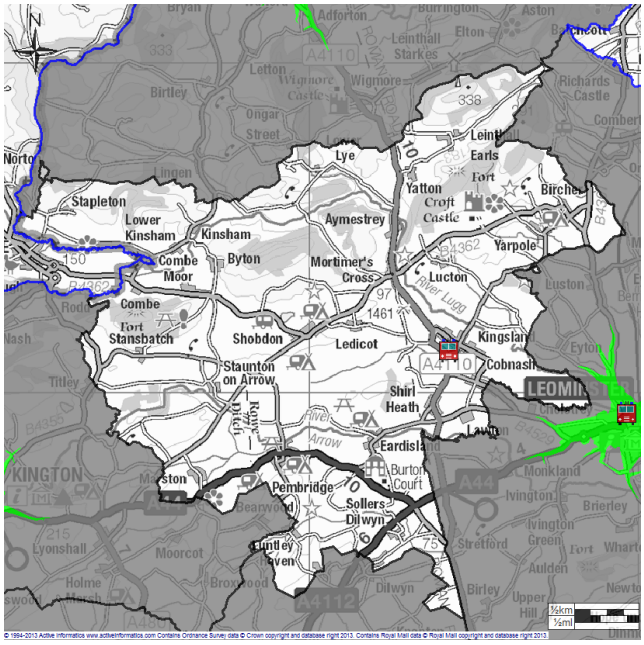
Kingsland fire station is located in Kingsland village, near Leominster town and in a rural area of Herefordshire. Local fire stations include Leominster 5 miles to the east, Leintwardine 9 miles to the north and Kington 14 miles to the west.

The map below on the left shows the station area for Kingsland fire station with the distance the fire engine can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Kingsland station area with the distance their engines can travel within 10 minutes of being alerted[1].

Kingsland station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	On-call travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Kingsland station area, there are on average 53 incidents a year[2]. There are on average 2 fires in the home (excludes chimney fires), 12 road traffic collisions and 10 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 53% of incidents in this station area occur during the day (8am-6pm) and 47% at night.

The fire engine at this fire station is mobilised on average from 8 to 10 times a year to activity outside of Herefordshire and Worcestershire. Approximately 50% of mobilisations from Kingsland station are to activity within its own station area, 41% to activity outside of its own station area but within the two counties and 9% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 2 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 7 fires in buildings a year in Kingsland station area. We can arrive at approximately 1 of these fires within 10 minutes and approximately 3 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 6 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 4 of those incidents and all 6 fires in buildings within 10 minutes.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 12 RTCs a year in Kingsland station area. We can arrive at approximately 4 of these RTCs within 10 minutes and approximately 10 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 7 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 5 of those incidents and within 10 minutes to all of those incidents per year.

What do we know about commercial premises in this area?
Kingsland's station area has a total of 35 commercial buildings that are known to the Service. We hold detailed records on 15 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 3 fires involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Kingsland area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engine to incidents in its own area?
No, because the local fire engine might not be the closest to the incidents in its station area, also it might not always be available. The crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Kingsland fire station the crew is almost always available to turn out to the fire engine, day and night.

PROPOSED CHANGE

To close the fire station

This would change the level of cover at Kingsland fire station from one on-call fire engine to no on-call fire engines in Kingsland.

Key Points

- **Fire and emergency cover would be provided by the on-call fire engines at Leominster, Kington and Leintwardine**
- **We would arrive slightly later to a limited number fires in buildings and to RTCs**
- **By closing this fire station, the Service would reduce its annual outgoings by £91,400 in 2014/15 and by £98,000 from 2016/17**
- **There would be a reduction of 12 on-call firefighter posts at Kingsland**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Kingsland station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, we would probably not be able to attend any of the fires in buildings within 10 minutes, but would attend one fire in a building within 15 minutes. Our ability to provide backup support within 5 minutes of the 1st fire engine would not be adversely affected.

Fires in Buildings in Kingsland station area				
Incidents Attended by: (1st) 7 p.a. (2nd) 6 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	1	3	4	6
Removal of on-call engine	0	1	No adverse impact	No adverse impact
Difference	**1**	**2**		

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

How quickly would we be able to attend road traffic collisions in Kingsland station area?

In the following table you can see that if we were to remove the on-call fire engine in this area, we would probably not be able to attend any of the RTCs per year within 10 minutes and would attend 6 within 15 minutes. Our ability to provide backup support within 5 minutes of the 1st fire engine would not be adversely affected.

Road Traffic Collisions (RTCs) in Kingsland station area				
Incidents Attended by: (1st) 12 p.a. (2nd) 7 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	4	10	5	7
Removal of on-call engine	0	6	No adverse impact	No adverse impact
Difference	**4**	**4**		

Which fire engines would attend incidents in Kingsland station area instead?

The fire engines at Leominster would most often be sent as 1st fire engine instead. The fire engines at Leintwardine and Kington would be sent to incidents that take place on the outer boundary of the station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By closing the fire station at Kingsland, fire engines at Leominster, Tenbury Wells, Leintwardine and Kington would be busier. The Kingsland fire engine is called out on average from 8 to 10 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by the fire engines at Leintwardine, Kington or Tenbury Wells, depending on the location of the incident.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £91,400 in 2014/15 and by £98,000 in 2016/17. This would be achieved by removing 12 on-call firefighter posts and closing the station. It does not include vehicle savings.

LEDBURY FIRE STATION

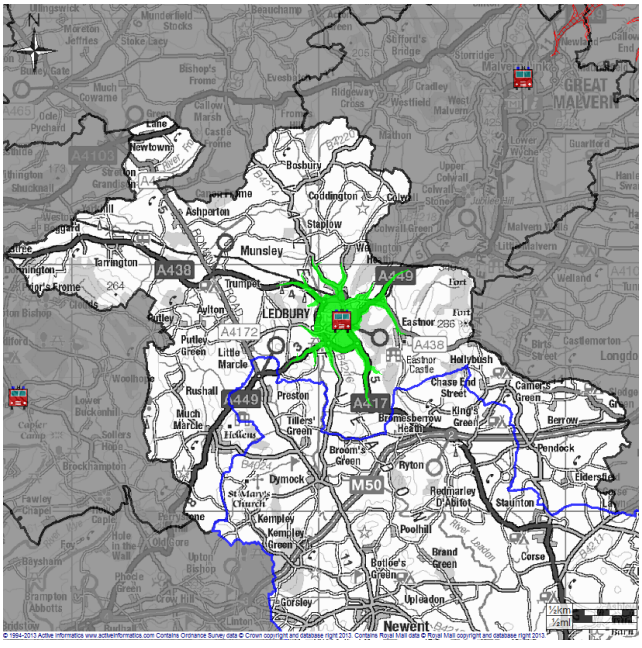
(See Proposal 2 in Section 5 of the Community Risk Management Plan)

Ledbury fire station has two on-call fire engines. This means that the fire engines are crewed from a single pool of firefighters who live or work locally and are able to travel to the fire station within 5 minutes.

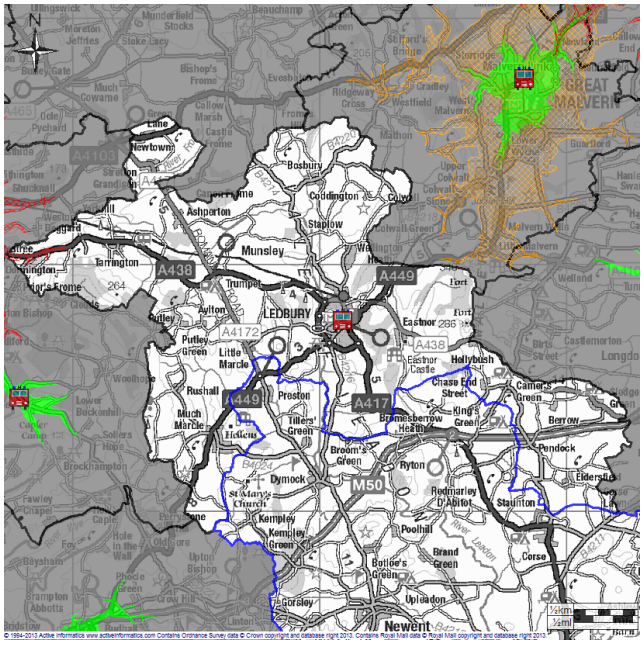
Ledbury fire station is located in Ledbury town, a market town in a rural area near the southeast Herefordshire border. Local fire stations are located in Malvern 9 miles to the northeast, Upton upon Severn 11 miles to the east, Fownhope 11 miles to the west, Ross-on-Wye 13 miles to the southwest and Bromyard 13 miles to the north. Newent fire station is 9 miles to the south, over the border in Gloucestershire.

The map below on the left shows the station area for Ledbury fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Ledbury station area with the distance their engines can travel within 10 minutes of being alerted[1].

Ledbury station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	Day-crewed travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Ledbury station area, there are on average 169 incidents a year[2]. There are on average 7 fires in the home (excludes fires in chimneys), 22 road traffic collisions and 76 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 58% of incidents in this station area occur during the day (8am-6pm) and 42% at night.

The fire engines at this fire station are called out on average from 21 to 25 times a year to activity outside of Herefordshire and Worcestershire. Approximately 76% of mobilisations from Ledbury station are to activity within its own station area, 15% to activity outside of its own station area but within the two counties and 9% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 6 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 15 fires in buildings a year in Ledbury station area. We can arrive at approximately 8 of these fires within 10 minutes and approximately 11 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 14 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 11 of those incidents and within 10 minutes to approximately 12 of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 22 RTCs a year in Ledbury station area. We can arrive at approximately 6 of these RTCs within 10 minutes and approximately 16 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 15 RTCS a year. This support can arrive within 5 minutes of the 1st fire engine to all of those incidents.

What do we know about commercial premises in this area?
Ledbury's station area has a total of 363 commercial buildings that are known to the Service. We hold detailed records on 49 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 4 fires involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Ledbury area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. The crew are made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Ledbury fire station, there are enough crew to ensure that one of the fire engines is almost always available. However, the other fire engine is not available 12% of the time (23% of the time during the day and 5% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove one of the two on-call fire engines

This would change the level of cover at Ledbury fire station from two on-call fire engines to one on-call fire engine.

Key Points

- **Fire and emergency cover would continue to be provided by the remaining on-call fire engine at Ledbury**
- **There is a very low probability we would arrive any later to fires in buildings and RTCs than we do now with two fire engines**
- **If a 2nd fire engine were required in Ledbury it would be slightly delayed**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 12% of the time**
- **By removing this fire engine, the Service would reduce its annual outgoings by £51,700 from 2014/15 onwards**
- **There would be a reduction of 8 on-call firefighter posts at Ledbury**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings and road traffic collisions in Ledbury station area?
In the tables below you can see that if we were to remove the fire engine in this area, there is a low probability based on computer simulation and historic data that we would arrive any later to fires in buildings and/or RTCs. This is because there are very few fires in buildings and RTCs in the area, so the likelihood of two of these sorts of incidents happening at the same time and requiring both fires engines as 1st fire engine at the same time is very low. For example, for the 5 year period 2007/8-2011/12 there has not been a

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

single occasion when both fire engines have been 1st fire engine at a building fire and/or an RTC at the same time. The remaining fire engine would be sent as 1st fire engine to incidents.

How quickly would we be able to provide back-up in Ledbury station area?
In the following table you can see that we would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 4 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 9 fires in buildings per year.

Fires in Buildings in Ledbury station area				
Incidents Attended by: (1st) 15 p.a. (2nd) 14 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	8	11	11	12
Removal of 2nd on-call engine	No adverse impact	No adverse impact	4	9
Difference			**7**	**3**

We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 9 RTCs per year and within 10 minutes of the 1st fire engine to approximately 12 RTCs per year.

Road Traffic Collisions (RTCs) in Ledbury station area				
Incidents Attended by: (1st) 22 p.a. (2nd) 15 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	6	16	15	15
Removal of 2nd on-call engine	No adverse impact	No adverse impact	9	12
Difference			**6**	**3**

Which fire engines would attend incidents in Ledbury station area instead?
On the rare occasion when the remaining fire engine might already be attending another incident when a fire in a building or an RTC takes place in this area, the fire engines from Hereford or Worcester fire stations would be sent instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?
By removing one of the two on-call fire engines from Ledbury fire station, the fire engines at Malvern, Hereford and Upton upon Severn would become busier. Any mobilisations to

incidents outside the two counties area that would have been attended by this fire engine would be picked up by the remaining fire engine at Ledbury fire station or by fire engines from Upton upon Severn and Ross-on-Wye fire stations, depending on the location of the incident.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £51,700 from 2014/15. This would be achieved by removing 8 on-call firefighter posts. It does not include vehicle savings.

LEOMINSTER FIRE STATION

(See Proposal 3 in Section 5 of the Community Risk Management Plan)

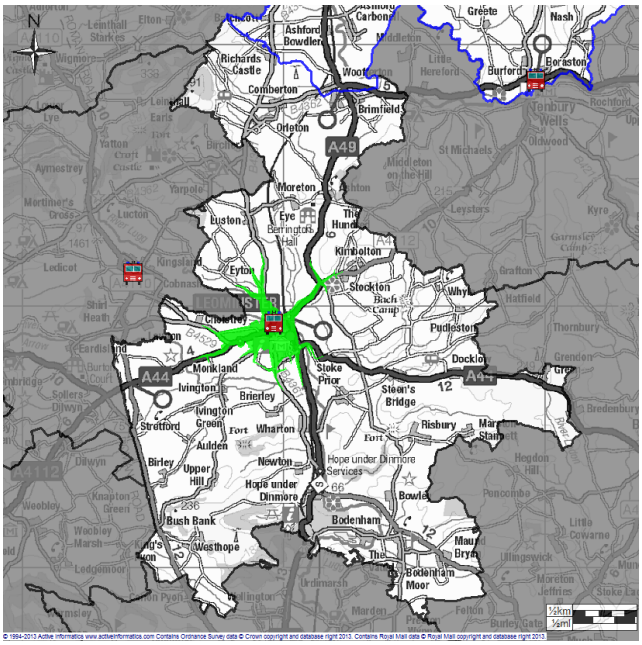
Leominster fire station has two on-call fire engines. This means that both fire engines are crewed from a single pool of firefighters who live or work locally and are able to travel to the fire station within 5 minutes.

The fire station also has a water carrier vehicle, which provides additional water where local supplies are scarce.

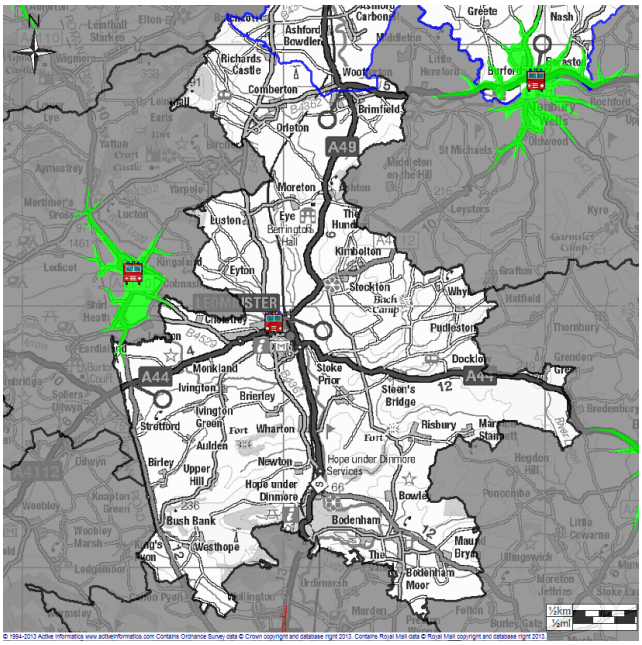
Leominster Fire station is located in Leominster town, a market town in a rural area in north Herefordshire. Local fire stations are located at Kingsland 5 miles to the west, Tenbury Wells 9 miles to the northeast, Bromyard 12 miles to the east, Hereford 14 miles to the south and Kington 15 miles to the west.

The map below on the left shows the station area for Leominster fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Leominster station area with the distance their engines can travel within 10 minutes of being alerted[1].

Leominster station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Leominster station area, there are on average 167 incidents a year[2]. There are on average 9 fires in the home (excludes fires in chimneys), 21 road traffic collisions and 58 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 53% of incidents in this station area occur during the day (8am-6pm) and 47% at night.

The fire engines at this fire station are called out on average from 9 to 10 times a year to activity outside of Herefordshire and Worcestershire. Approximately 77% of mobilisations from Leominster station are to activity within its own station area, 20% to activity outside of its own station area but within the two counties and 3% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 2 times on average per year.

How quickly can we get to fires in buildings in this area?[4]
There have been on average 19 fires in buildings a year in Leominster station area. We can arrive at approximately 12 of these fires within 10 minutes and approximately 16 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 17 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 15 of those incidents and to the same number of incidents within 10 minutes of the 1st fire engine.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 21 RTCs a year in Leominster station area. We can arrive at approximately 5 of these RTCs within 10 minutes and approximately 17 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 12 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 11 of those incidents and to the same number of incidents within 10 minutes of the 1st fire engine.

What do we know about commercial premises in this area?
Leominster's station area has a total of 672 commercial buildings that are known to the Service. We hold detailed records on 34 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 4 fires involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Leominster area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. The crew are made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Leominster fire station, there are enough crew to ensure that one of the fire engines is almost always available. However, the other fire engine is not available 16% of the time (24% of the time during the day and 10% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove one of the two on-call fire engines

This would change the level of cover at Leominster fire station from two on-call fire engines to one on-call fire engine.

Key Points

- **Fire and emergency cover would continue to be provided by the remaining on-call fire engine at Leominster**
- **There is a very low probability we would arrive any later to fires in buildings and RTCs than we do now with two fire engines**
- **If a 2nd fire engine were required in Leominster it would be slightly delayed**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 16% of the time**
- **By removing this fire engine, the Service would reduce its annual outgoings by £39,900 from 2014/15 onwards**
- **There would be a reduction of 5 on-call firefighter posts at Leominster**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires and road traffic collisions in Leominster station area?
In the tables below you can see that if we were to remove the fire engine in this area, there is a low probability based on computer simulation and historic data that we would arrive any later to fires in buildings and/or RTCs. This is because there are very few fires in buildings and RTCs in the area, so the likelihood of two of these sorts of incidents happening at the same time and requiring both fires engines as 1st fire engine at the same

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

time is very low. For example, for the 5 year period 2007/8-2011/12 there has not been a single occasion when both fire engines have been 1st fire engine at a building fire and/or an RTC at the same time. The remaining fire engine would be sent as 1st fire engine to incidents.

How quickly would we be able to provide back-up in Leominster station area?
In the following table you can see that we would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 5 fires in buildings per year and within 10 minutes of the 1st fire engine to the same number of incidents as with current fire and emergency cover.

Fires in Buildings in Leominster station area				
Incidents Attended by: (1st) 19 p.a. (2nd) 17 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	12	16	15	15
Removal of 2nd on-call engine	No adverse impact	15	5	No adverse impact
Difference		**1**	**10**	

We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 8 RTCs per year and within 10 minutes of the 1st fire engine to the same number of incidents as with current fire and emergency cover.

Road Traffic Collisions (RTCs) in Leominster station area				
Incidents Attended by: (1st) 21 p.a. (2nd) 12 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	5	17	11	11
Removal of 2nd on-call engine	No adverse impact	No adverse impact	8	No adverse impact
Difference			**3**	

Which fire engines would attend incidents in Leominster station area instead?
On the rare occasion when the remaining fire engine might already be attending another incident when a fire in a building or an RTC takes place in this area, the fire engine at Kingsland fire station would most often be sent as 1st fire engine instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By removing one of the two on-call fire engines from Leominster fire station, the fire engines at Kingsland, Tenbury Wells and Hereford fire stations would become busier. Any mobilisations to incidents outside the two counties area that would have been attended by this fire engine would be picked up by the remaining fire engine at Leominster fire station or by fire engines from Tenbury Wells, Leintwardine or Kington fire stations, depending on the location of the incident. The water carrier vehicle would need to be re-located.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £39,900 from 2014/15. This would be achieved by removing 5 on-call firefighter posts. It does not include vehicle savings.

REDDITCH FIRE STATION

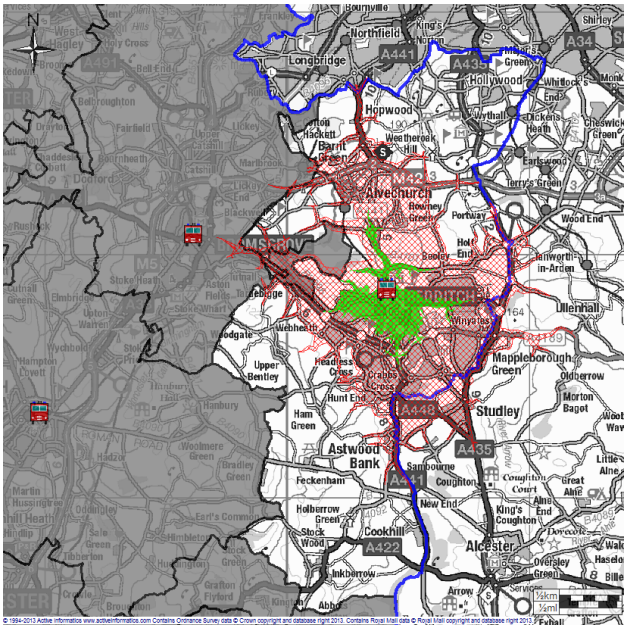
(See Proposal 1 in Section 5 of the Community Risk Management Plan)

Redditch fire station has three fire engines. Two of the engines are crewed by on-call firefighters, and one is crewed by wholetime firefighters. The two on-call fire engines are crewed from a single pool of firefighters who live or work locally and are able to travel to the fire station within 5 minutes. For the wholetime crewed fire engines, the crew are on the fire station 24 hours a day and are available to leave within 90 seconds of being alerted to an incident. A fire engine is also fitted with a Compressed Air Foam System (CAFS), which is designed to be used for large scale incidents involving flammable liquids.

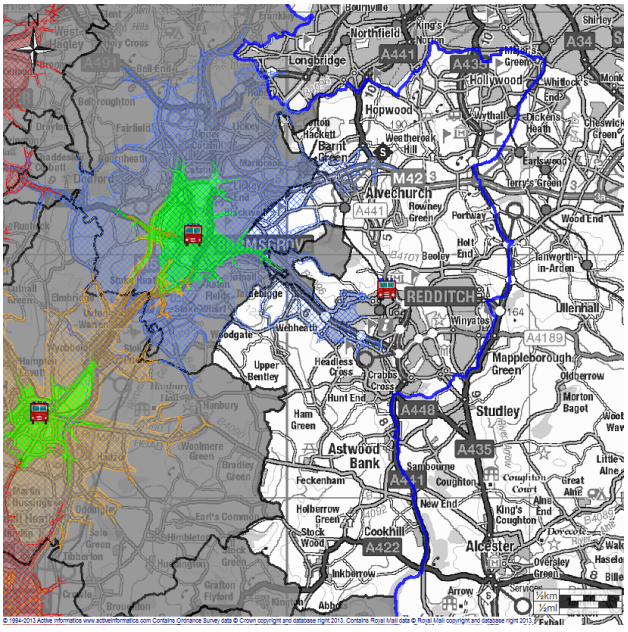
Redditch fire station is situated in a large town in the northeast of Worcestershire, near to the southern side of the Birmingham conurbation. The station area is crossed by two busy motorways (M5 and M42). Although an urban area, Redditch lies in a largely rural setting. Local fire stations include Bromsgrove 7 miles to the northwest, with Droitwich 13 miles and Worcester 21 miles to the southwest. The eastern side of Redditch station area lies along the county border with Warwickshire.

The map below on the left shows the station area for Redditch fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Redditch station area with the distance their engines can travel within 10 minutes of being alerted[1].

Redditch station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	Day-crewed travel distance	Day-crewing plus travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Redditch station area, there are on average 1,138 incidents a year[2]. There are on average 60 fires in the home (excludes fires in chimneys), 90 road traffic collisions and 562 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 49% of incidents in this station area occur during the day (8am-6pm) and 51% at night.

The fire engines at this fire station are called out on average from 90 to 102 times a year to activity outside of Herefordshire and Worcestershire. Approximately 87% of mobilisations from Redditch station are to activity within its own station area, 7% to activity outside of its own station area but within the two counties and 6% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 65 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 106 fires in buildings a year in Redditch station area. We can arrive at approximately 79 of these fires within 10 minutes and approximately 99 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 80 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 73 of those incidents and within 10 minutes to approximately 76 of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 90 RTCs a year in Redditch station area. We can arrive at approximately 58 of these RTCs within 10 minutes and approximately 78 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 58 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 54 of those incidents and within 10 minutes to approximately 56 of those incidents per year.

What do we know about commercial premises in this area?
Redditch's station area has a total of 1802 commercial buildings that are known to the Service. We hold detailed records on 168 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

community impact if lost to fire. On average there are approximately 29 fires involving commercial buildings each year in the Redditch area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. For the on-call fire engines, the crew are made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Redditch fire station, there are enough crew to ensure that one of the fire engines is almost always available. However, the other on-call fire engine is not available 18% of the time (24% of the time during the day and 15% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove an on-call fire engine

This would change the level of cover at Redditch fire station from three fire engines (one wholetime and two on-call fire engines) to two fire engines (one wholetime and one on-call fire engine).

Key Points

- **Fire and emergency cover would continue to be provided by the remaining wholetime and on-call fire engines**
- **We would arrive slightly later to a limited number fires in buildings and RTCs**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 18% of the time**
- **By removing this fire engine, the Service would reduce its annual outgoings by £55,300 from 2014/15 onwards**
- **There would be a reduction of 6 on-call firefighter posts at Redditch**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Redditch station area?
In the following table you can see that if we were to remove the 2nd on-call fire engine in this area, we would arrive at approximately 78 fires in buildings per year within 10 minutes and 98 within 15 minutes. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 71 fires in buildings per

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

year and within 10 minutes of the 1st fire engine to the same number of fires in buildings as with current fire and emergency cover.

Fires in Buildings in Redditch station area				
Incidents Attended by: (1st) 106 p.a. (2nd) 80 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	79	99	73	76
Removal of 2nd on-call engine	78	98	71	No adverse impact
Difference	**1**	**1**	**2**	

How quickly would we be able to attend road traffic collisions in Redditch station area?
In the following table you can see that if we were to remove the 2nd on-call fire engine in this area, we would arrive at the same number of RTCs within 10 minutes as with current fire and emergency cover. We would provide support in the form of an additional fire engine to the same number of RTCs as with current cover.

Road Traffic Collisions (RTCs) in Redditch station area				
Incidents Attended by: (1st) 90 p.a. (2nd) 58 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	58	78	54	56
Removal of 2nd on-call engine	No adverse impact	77	No adverse impact	No adverse impact
Difference		**1**		

Which fire engines would attend incidents in Redditch station area instead?
On the few occasions when the remaining fire engines might already be attending another incident when a building fire and/or an RTC takes place in this area, we would send a fire engine from Bromsgrove or Droitwich station to attend as 1st fire engine instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By removing the second on-call fire engine at Redditch fire station, the remaining fire engines at Redditch station would become busier. The fire engines at Bromsgrove and Droitwich fire stations would also experience an increase in the number of calls they attend per year. Any mobilisations to incidents outside the two counties area that would have been attended by this fire engine would be picked up by one of the two remaining fire engines at Redditch fire station.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £55,300 from 2014/15. This would be achieved by removing 6 on-call firefighter posts. It does not include vehicle savings.

ROSS-ON-WYE FIRE STATION

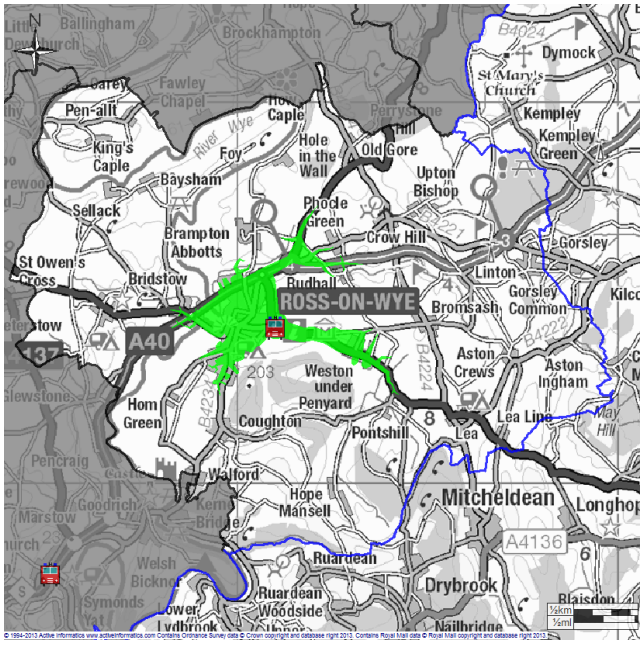
(See Proposal 3 in Section 5 of the Community Risk Management Plan)

Ross-on-Wye fire station has two on-call fire engines. This means that both fire engines are crewed from a single pool of firefighters who live or work locally and are able to travel to the fire station within 5 minutes. The station also has a water carrier, which provides additional water where local supplies are scarce. Some of the firefighters form a specialist crew trained to effect flood evacuation tasks and perform rescues from the river bank. They also provide support for the Water Rescue Vehicle at Hereford fire station.

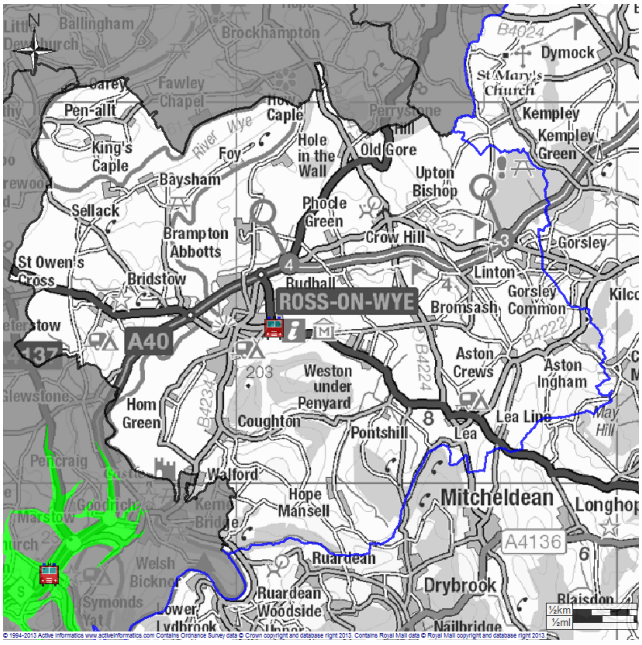
Ross-on-Wye fire station is located in Ross-on-Wye market town, which is in a rural area of south Herefordshire. Local fire stations include Whitchurch 7 miles to the southwest, Fownhope 9 miles to the north, Ledbury 13 miles to the northeast and Hereford 16 miles to the north. Cinderford fire station is 9 miles to the south and Newent fire station is 9 miles to the east. These two fire stations are over the border in Gloucestershire.

The map below on the left shows the station area for Ross-on-Wye fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Ross-on-Wye station area with the distance their engines can travel within 10 minutes of being alerted[1].

Ross-on-Wye station area and distance covered in 10minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	On-call travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Ross-on-Wye station area, there are on average 172 incidents a year[2]. There are on average 8 fires in the home (excludes fires in chimneys), 22 road traffic collisions and 72 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 56% of incidents in this station area occur during the day (8am-6pm) and 44% at night.

The fire engines at this fire station are called out on average from 41 to 42 times a year to activity outside of Herefordshire and Worcestershire. Approximately 68% of mobilisations from Ross-on-Wye station are to activity within its own station area, 21% to activity outside of its own station area but within the two counties and 11% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 6 times on average per year.

How quickly can we get to fires in buildings in this area?[4]
There have been on average 14 fires in buildings a year in Ross-on-Wye station area. We can arrive at approximately 8 of these fires within 10 minutes and approximately 12 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 12 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 11 of those incidents and within 10 minutes to all of those incidents.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 22 RTCs a year in Ross-on-Wye station area. We can arrive at approximately 9 of these RTCs within 10 minutes and approximately 20 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 16 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 15 of those incidents and within 10 minutes to all of those incidents.

What do we know about commercial premises in this area?
Ross-on-Wye's station area has a total of 576 commercial buildings that are known to the Service. We hold detailed records on 46 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 4 fires involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Ross-on-Wye area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. The crew are made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Ross-on-Wye fire station, there are enough crew to ensure that one of the fire engines is almost always available. However, the other fire engine is not available 5% of the time (9% of the time during the day and 2% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove one of the two on-call fire engines

This would change the level of cover at Ross-on-Wye from two on-call fires engines to one on-call fire engine.

Key Points

- **Fire and emergency cover would continue to be provided by the remaining on-call fire engine at Ross-on-Wye**
- **There is a very low probability we would arrive any later to fires in buildings and RTCs than we do now with two fire engines**
- **If a 2nd fire engine were required in Ross-on-Wye it would be slightly delayed**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 5% of the time**
- **By removing this fire engine, the Service would reduce its annual outgoings by £44,400 from 2014/15 onwards**
- **There would be a reduction of seven on-call firefighter posts at Ross-on-Wye**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Ross-on-Wye station area?
In the following table you can see that if we were to remove the fire engine in this area, we would arrive at approximately 7 fires in buildings per year within 10 minutes and the same number of incidents in 15 minutes as with current fire and emergency cover. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 3 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 11 fires in buildings per year.

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

Fires in Buildings in Ross-on-Wye station area				
Incidents Attended by: (1st) 14 p.a. (2nd) 12 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	8	12	11	12
Removal of 2nd on-call engine	7	No adverse impact	3	11
Difference	**1**		**8**	**1**

How quickly would we be able to attend road traffic collisions in Ross-on-Wye station area?

We would not arrive any later to RTCs than currently. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 7 RTCs per year and within 10 minutes of the 1st fire engine to approximately 15 RTCs per year.

Road Traffic Collisions (RTCs) in Ross-on-Wye station area				
Incidents Attended by: (1st) 22 p.a. (2nd) 16 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	9	20	15	16
Removal of 2nd on-call engine	No adverse impact	No adverse impact	7	15
Difference			**8**	**1**

Which fire engines would attend incidents in Ross-on-Wye station area instead?

On the rare occasion when the remaining fire engine might already be attending another incident when a fire in a building or an RTC takes place in this area, the fire engines from Whitchurch, Fownhope or Hereford fire stations would be sent instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By removing one of the two on-call fire engines from Ross-on-Wye fire station, the fire engines at Whitchurch, Fownhope, Hereford and Ledbury fire stations would become busier. Any mobilisations to incidents outside the two counties area that would have been attended by this fire engine would be picked up by the remaining fire engine at Ross-on-Wye fire station. The location of the water carrier and crews trained in specialised water related support would need to be reviewed.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £44,400 from 2014/15. This would be achieved by removing 7 on-call firefighter posts. It does not include vehicle savings.

TENBURY WELLS FIRE STATION

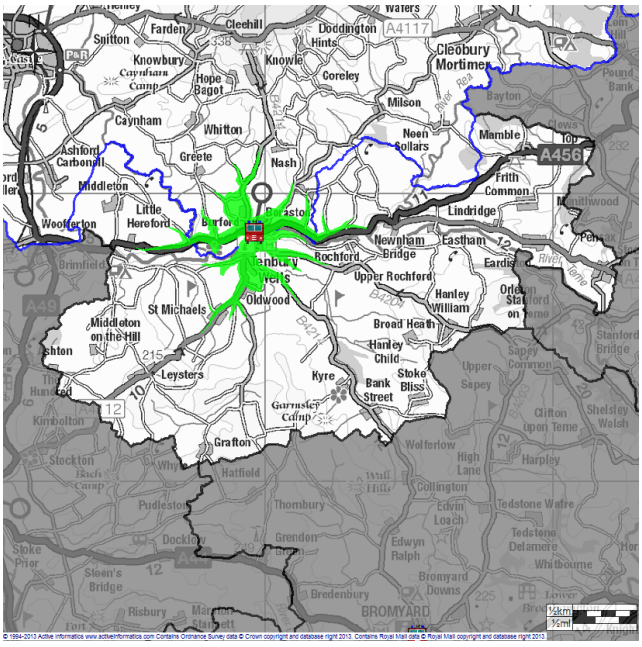
(See Proposal 2 in Section 5 of the Community Risk Management Plan)

Tenbury Wells fire station has two on-call fire engines. This means that both fire engines are crewed from a single pool of firefighters who live or work locally and are able to travel to the fire station within 5 minutes. Some of the firefighters form a specialist crew trained to effect flood evacuation tasks and perform rescues from the river bank. They also provide support for the Water Rescue Vehicles based at the Hereford and Worcester fire stations.

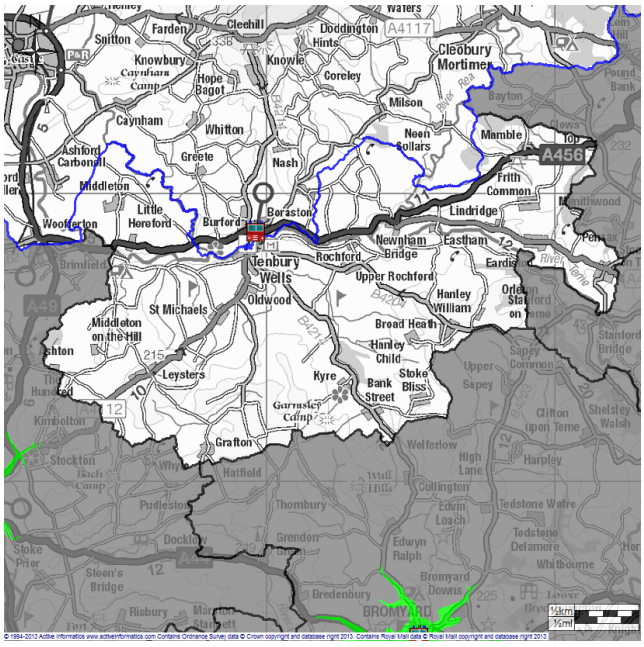
Tenbury Wells fire station is located in Tenbury Wells market town, which is in a rural location on the Worcestershire/Shropshire border and near to the Herefordshire border. Local fire stations include Leominster 9 miles to the southwest, Bromyard 12 miles to the south and Bewdley 14 miles to the northeast. Ludlow fire station is 9 miles to the northwest and Cleobury Mortimer fire station 11 miles to the northeast, both situated over the border in Shropshire.

The map below on the left shows the station area for Tenbury Wells fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Tenbury Wells station area with the distance their engines can travel within 10 minutes of being alerted[1].

Tenbury Wells station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	On-call travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Tenbury Wells station area, there are on average 71 incidents a year[2]. There are on average 6 fires in the home (excludes chimney fires), 10 road traffic collisions and 12 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 54% of incidents in this station area occur during the day (8am-6pm) and 46% at night.

The fire engines at this fire station are called out on average from 27 to 30 times a year to activity outside of Herefordshire and Worcestershire. Approximately 65% of mobilisations from Tenbury Wells station are to activity within its own station area, 18% to activity outside of its own station area but within the two counties and 17% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 2 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 11 fires in buildings a year in Tenbury Wells station area. We can arrive at approximately 6 of these fires within 10 minutes and approximately 9 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 10 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 9 of those incidents and within 10 minutes to all of those incidents.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 10 RTCs a year in Tenbury Wells station area. We can arrive at approximately 3 of these RTCs within 10 minutes and approximately 7 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 7 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to all of those incidents.

What do we know about commercial premises in this area?
Tenbury Well's station area has a total of 207 commercial buildings that are known to the Service. We hold detailed records on 17 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 3 fires involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Tenbury Wells area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. The crew are made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Tenbury Wells fire station, there are enough crew to ensure that one of the fire engines is almost always available. However, the other fire engine is not available 14% of the time (23% of the time during the day and 7% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To remove one of the two on-call fire engines

This would change the level of cover at Tenbury Wells fire station from two on-call fire engines to one on-call fire engine.

Key Points

- **Fire and emergency cover would continue to be provided by the remaining on-call fire engine at Tenbury Wells**
- **There is a very low probability we would arrive any later to fires in buildings and RTCs than we do now with two fire engines**
- **If a 2nd fire engine were required in Tenbury Wells it would be slightly delayed**
- **With the affected fire engine not always available, the proposed change is effectively already in place approximately 14% of the time**
- **By removing this fire engine, the Service would reduce its annual outgoings by £38,800 from 2014/15 onwards**
- **There would be a reduction of 7 on-call firefighter posts at Tenbury Wells**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings and road traffic collisions in Tenbury Wells station area?
In the tables below you can see that if we were to remove the fire engine in this area, there is a low probability based on computer simulation and historic data that we would arrive any later to fires in buildings and/or RTCs. This is because there are very few fires in buildings and RTCs in the area, so the likelihood of two of these sorts of incidents happening at the same time and requiring both fires engines as 1st fire engine at the same

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

time is very low. For example, for the 5 year period 2007/8-2011/12 there has not been a single occasion when both fire engines have been 1st fire engine at a building fire and/or an RTC at the same time. The remaining fire engine would be sent as 1st fire engine to incidents.

How quickly would we be able to provide back-up in Tenbury Wells station area?
In the following table you can see that we would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 2 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 3 fires in buildings per year.

Fires in Buildings in Tenbury Wells station area				
Incidents Attended by: (1st) 11 p.a. (2nd) 10 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	6	9	9	10
Removal of 2nd on-call engine	No adverse impact	No adverse impact	2	3
Difference			**7**	**7**

We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 4 RTCs per year and within 10 minutes of the 1st fire engine to approximately 5 RTCs per year.

Road Traffic Collisions (RTCs) in Tenbury Wells station area				
Incidents Attended by: (1st) 10 p.a. (2nd) 7 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	3	7	7	7
Removal of 2nd on-call engine	No adverse impact	No adverse impact	4	5
Difference			**3**	**2**

Which fire engines would attend incidents in Tenbury Wells station area instead?
On the rare occasion when the remaining fire engine might already be attending another incident when a fire in a building or an RTC takes place in this area, the fire engines from Leominster, Bewdley or Kidderminster fire stations would be sent instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By removing one of the two on-call fire engines from Tenbury Wells fire station, the fire engines at Leominster, Bewdley, Bromyard and Kidderminster would become busier. Any mobilisations to incidents outside the two counties area that would have been attended by this fire engine would be picked up by the remaining engine or by fire engines at Tenbury Wells fire station or by fire engines from Bewdley, Kidderminster, Stourport or Leintwardine fire stations. The location of crews trained in specialised water related support would need to be reviewed.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £38,800 from 2014/15. This would be achieved by removing 7 on-call firefighter posts. It does not include vehicle savings.

WHITCHURCH FIRE STATION

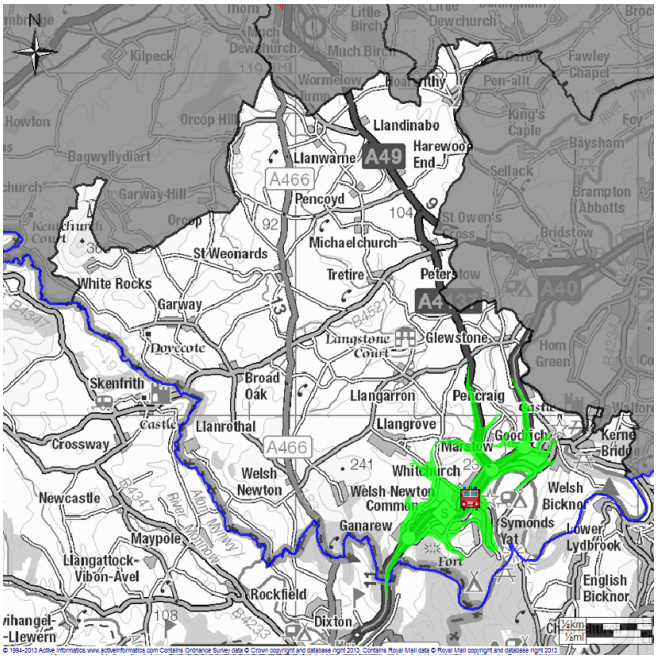
(See Proposal 3 in Section 5 of the Community Risk Management Plan)

Whitchurch fire station has one on-call fire engine. This means that the crew live or work locally and are able to travel to the fire station within 5 minutes. The station also has a vehicle with off-road capability so that it can attend incidents in hard-to-access terrain, complete with a compressed air foam system (CAFS) which is used where water supplies are limited or when a fire cannot be extinguished using water.

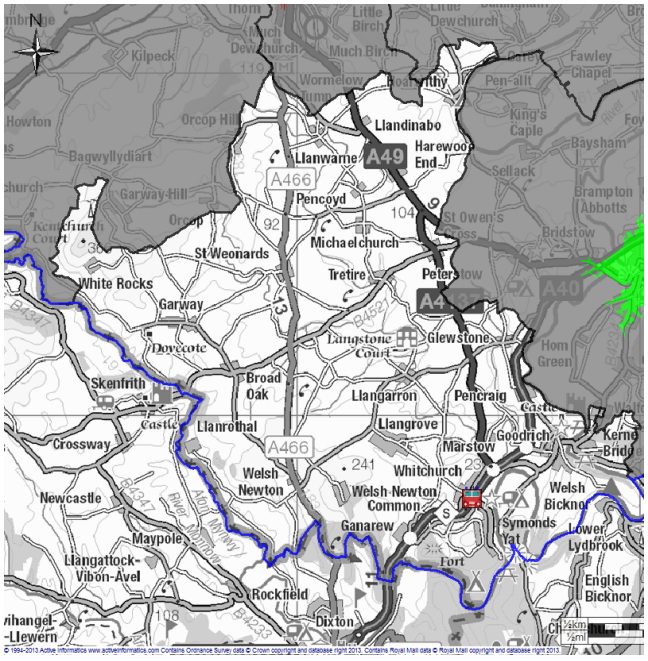
Whitchurch fire station is located in the rural village of Whitchurch, a rural location on the southern border of Herefordshire. Local fire stations include Ross-on-Wye 7 miles to the northeast, Fownhope 15 miles to the north and Hereford 17 miles to the north. Monmouth fire station is 5 miles to the southwest over the Welsh border. Coleford fire station is 10 miles to the south and Cinderford fire station is 11 miles to the southeast over the border in Gloucestershire.

The map below on the left shows the station area for Whitchurch fire station with the distance the fire engine can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Whitchurch station area with the distance their engines can travel within 10 minutes of being alerted[1].

Whitchurch station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	On-call travel distance	County boundary

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?
Within the Whitchurch station area, there are on average 71 incidents a year[2]. There are on average 3 fires in the home (excludes chimney fires), 21 road traffic collisions and 14 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 55% of incidents in this station area occur during the day (8am-6pm) and 45% at night.

The fire engine at this fire station is mobilised on average from 40 to 41 times a year to activity outside of Herefordshire and Worcestershire. Approximately 52% of mobilisations from Whitchurch station are to activity within its own station area, 16% to activity outside of its own station area but within the two counties and 32% to activity outside of the two counties[3]. Fire engines from other fire services are requested to support incidents in this area 15 times on average per year.

How quickly can we get to fires in buildings in this area?[4]
There have been on average 5 fires in buildings a year in Whitchurch station area. We currently do not arrive at fires within 10 minutes in this area but can arrive within 15 minutes at 2 of the 5 fires.

We provide support in the form of an additional fire engine to approximately 4 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 2 of those incidents and within 10 minutes to all 4 of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 21 RTCs a year in Whitchurch station area. We can arrive at approximately 8 of these RTCs within 10 minutes and approximately 16 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 15 RTCS a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 9 of those incidents and within 10 minutes to approximately 12 of those incidents per year.

What do we know about commercial premises in this area?
Whitchurch's station area has a total of 41 commercial buildings that are known to the Service. We hold detailed records on 24 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there is approximately 1 fire involving commercial

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

buildings each year in the Whitchurch area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engine to incidents in its own area?
No, because the local fire engine might not be the closest to the incidents in its station area, also it might not always be available. The crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Whitchurch fire station the on-call fire engine is not available 16% of the time (25% of the time during the day and 11% of the time during the night[6]), which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To close the fire station

This would change the level of cover at Whitchurch fire station from one on-call fire engine to no on-call fire engines in Whitchurch.

Key Points

- **Fire and emergency cover would be provided by the on-call fire engines at Ross-on-Wye station**
- **We would arrive slightly later to a limited number fires in buildings and to RTCs**
- **With the fire engine not always available, the proposed change is effectively already in place approximately 16% of the time**
- **By closing this fire station, the Service would reduce its annual outgoings by £80,700 in 2014/15 and by £89,200 from 2016/17**
- **There would be a reduction of 11 on-call firefighter posts at Whitchurch**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Whitchurch station area?
In the following table you can see that if we were to remove the on-call fire engine in this area, we would not arrive within 10 or 15 minutes to any of the fires in buildings. Our ability to provide backup support within 5 minutes of the 1st fire engine would not be adversely affected.

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

Fires in Buildings in Whitchurch station area				
Incidents Attended by: (1st) 5 p.a. (2nd) 4 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	0	2	2	4
Removal of on-call engine	0	0	No adverse impact	No adverse impact
Difference	**0**	**2**		

How quickly would we be able to attend road traffic collisions in Whitchurch station area?

In the following table you can see that if we were to remove the on-call fire engine in this area, we would probably not be able to attend any of the RTCs per year within 10 minutes but would attend 6 within 15 minutes. Our ability to provide backup support within 5 minutes of the 1st fire engine would not be adversely affected.

Road Traffic Collisions (RTCs) in Whitchurch station area				
Incidents Attended by: (1st) 21 p.a. (2nd) 15 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	8	16	9	12
Removal of on-call engine	0	6	No adverse impact	No adverse impact
Difference	**8**	**10**		

Which fire engines would attend incidents in Whitchurch station area instead?

The fire engines at Hereford and Ross-on-Wye would most often be sent as 1st fire engine instead. The Ewyas Harold fire engine may be sent to incidents that take place on the outer boundary of the station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By closing the station at Whitchurch, fire engines at Ross-on-Wye, Fownhope and Hereford would become busier. The Whitchurch fire engine is called out on average from 40 to 41 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by fire engines at Ross-on-Wye, Ewyas Harold or Hereford stations. The vehicle with off-road capability and CAFS would need to be re-located.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £80,700 in 2014/15 and by £89,200 in 2016/17. This would be achieved by removing 11 on-call firefighter posts and closing the station. It does not include vehicle savings.

WORCESTER FIRE STATION

(See Proposal 1 in Section 5 of the Community Risk Management Plan)

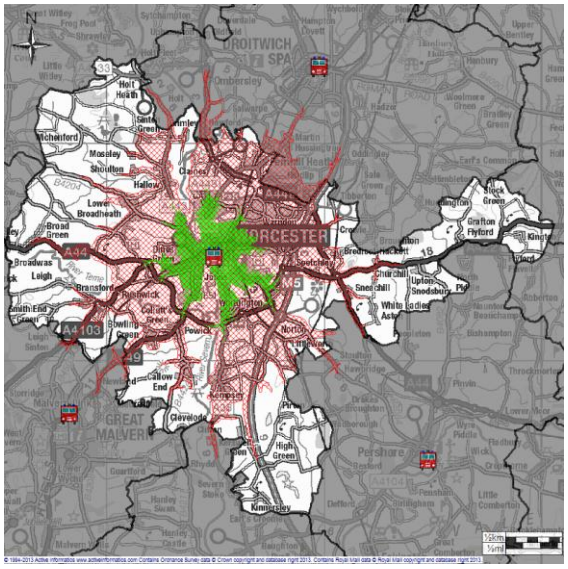
Worcester fire station has three fire engines. Two of the fire engines are crewed by wholetime firefighters and the third one is crewed by on-call firefighters. This means that for the wholetime crewed fire engines, the crew are on the fire station 24 hours a day and are available to leave within 90 seconds of being alerted to an incident. The on-call crew live or work locally and are able to travel to the fire station within 5 minutes.

The station also has an aerial ladder platform, a specialist vehicle which is used to aid rescues and fight fires from height. In addition there is a water rescue vehicle equipped with two powered inflatable boats and crewed by specialist swift water rescue teams.

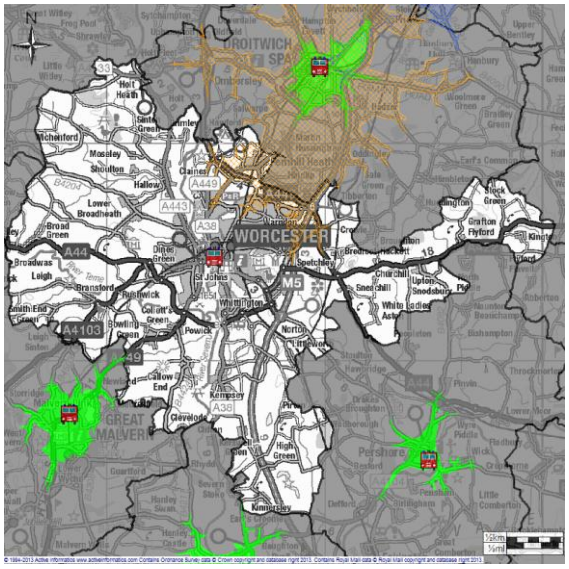
Worcester fire station is located in the centre of Worcester city. Local fire stations include Droitwich 7 miles to the north, Malvern 7 miles to the southwest, Upton upon Severn 10 miles to the south and Pershore 11 miles to the southeast. Droitwich and Malvern fire stations are day-crewed, meaning that they have wholetime crew available between 8am-6pm and on-call crews available from 6pm-8am.

The map below on the left shows the station area for Worcester fire station with the distance the fire engines can travel within 10 minutes of being alerted. The map on the right shows the fire stations surrounding Worcester station area with the distance their engines can travel within 10 minutes of being alerted[1].

Worcester station area and distance covered in 10 minutes



Surrounding fire stations and distance covered in 10 minutes



Fire station	Surrounding station areas	Wholetime travel distance	On-call travel distance	Day-crewed travel distance	Day-crewing plus travel distance

[1] Represents distance travelled during the day with moderate to light congestion, based on professional judgement

HOW WE RESPOND TO INCIDENTS IN THIS AREA

Within the Worcester station area, there are on average 1,423 incidents a year[2]. There are on average 81 fires in the home (excludes fires in chimneys), 81 road traffic collisions and 740 false alarms. Other fires we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 53% of incidents in this station area occur during the day (8am-6pm) and 47% at night.

The fire engines at this fire station are called out on average from 33 to 50 times a year to activity outside of Herefordshire and Worcestershire. Approximately 84% of callouts from Worcester station are to incidents within its own station area, 14% to activity outside of its own station area but within the two counties and 2% to activity outside of the two counties[3]. Fire engines from other fire and rescue services are requested to support incidents in this area 4 times on average per year.

How quickly can we get to fires in buildings in this area? [4]
There have been on average 136 fires in buildings a year in Worcester station area. We can arrive at approximately 122 of these fires within 10 minutes and approximately 131 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 108 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 97 of those incidents and within 10 minutes to approximately 103 of those incidents per year.

How quickly can we get to road traffic collisions (RTCs) in this area?
There have been on average 81 RTCs a year in Worcester station area. We can arrive at approximately 67 of these RTCs within 10 minutes and approximately 79 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 45 RTCs a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 44 of those incidents per year. We also reach the same number of incidents within 10 minutes of the 1st fire engine.

What do we know about commercial premises in this area?
Worcester's station area has a total of 2,582 commercial buildings that are known to the Service. We hold detailed records on 225 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause

[2] Based on mobilisation data from 1st April 2007 to 31st March 2012

[3] Refers to all activity, including training exercises and where attendance in the end was not required

[4] We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

community impact if lost to fire. On average there are approximately 35 fires involving commercial buildings each year in the Worcester area and the Service is working with local business to promote fire safety to keep these numbers low[5].

Do we always send the local fire engines to incidents in their own area?
No, because the local fire engines might not be the closest to the incidents in their station area, also they might not always be available. For the on-call fire engine the crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Worcester fire station the on-call fire engine is not available 4% of the time (8% of the time during the day but available 100% during the night[6]).

PROPOSED CHANGE

To remove a wholetime fire engine

This would change the level of cover at Worcester fire station from three fire engines (two wholetime and one on-call fire engine) to two fire engines (one wholetime and one on-call fire engine).

Key Points

- **Fire and emergency cover would continue to be provided by the remaining wholetime and on-call fire engines**
- **There would be an increase in the number of calls attended by on-call fire engines**
- **If a 2nd fire engine were required in Worcester it would be slightly delayed**
- **By removing this fire engine, the Service would reduce its annual outgoings by £752,450 from 2014/15 onwards**
- **There would be a reduction of 22 two wholetime firefighter posts at Worcester**

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Worcester station area?
In the following table you can see that if we were to remove the 2nd wholetime fire engine in this area, we would arrive at approximately 113 fires in buildings per year within 10 minutes and 129 within 15 minutes. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 91 fires in buildings per year and within 10 minutes of the 1st fire engine to approximately 101 fires in buildings per year.

[5] Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

[6] Based on on-call availability data for Jan – Dec 2012. Day-time = 0800-1800; night-time = 1800-0800

Fires in Buildings in Worcester station area				
Incidents Attended by: (1st) 136 p.a. (2nd) 108 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	122	131	97	103
Removal of 2nd wholetime engine	113	129	91	101
Difference	**9**	**2**	**6**	**2**

How quickly would we be able to attend road traffic collisions in Worcester station area?

In the following table you can see that if we were to remove 2nd wholetime fire engine in this area, we would arrive at approximately 62 RTCs per year within 10 minutes and 77 within 15 minutes. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 42 RTCs per year and within 10 minutes of the 1st fire engine to the same number of RTCs as with present fire and emergency cover.

Road Traffic Collisions (RTCs) in Worcester station area				
Incidents Attended by: (1st) 81 p.a. (2nd) 45 p.a.	**1st Fire Engine**		**2nd Fire Engine**	
	Arriving within 10 minutes	**Arriving within 15 minutes**	**Arriving within 5 minutes of 1st engine**	**Arriving within 10 minutes of 1st engine**
Current attendance	67	79	44	44
Removal of 2nd wholetime engine	62	77	42	No adverse impact
Difference	**5**	**2**	**2**	

Which fire engines would attend incidents in Worcester station area instead?

On the few occasions when the remaining fire engines might already be attending another incident when a building fire and/or an RTC takes place in this area, we would send a fire engine from Droitwich or Malvern station to attend as 1st fire engine instead.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By removing the wholetime engine, the on-call fire engine at Worcester station would become busier, as would the fire engines at Droitwich and Malvern stations. Depending on where the fires and RTCs take place, the fire engines at Upton upon Severn, Ledbury and Bromsgrove stations could experience an increase in the number of calls they attend per

year. Any mobilisations to incidents outside the two counties area that would have been attended by this fire engine would be picked up by one of the two remaining fire engines at Worcester fire station. The training requirements of on-call staff relating to assisting at water incidents and using the Aerial Ladder Platform would need to be reviewed.

WHAT ARE THE FINANCIAL IMPLICATIONS OF THIS CHANGE?

By removing this fire engine, the Service would reduce its annual outgoings by £752,450 from 2014/15. This would be achieved by removing 22 wholetime firefighter posts. It does not include vehicle savings.

APPENDIX 2: IRMP REQUIREMENTS

extract from: Fire and rescue national framework for England[1]

Complete integrated risk management plan requirement

For completeness, each integrated risk management plan requirement is repeated below.

Integrated risk management planning plays a key role in identifying, assessing and mitigating fire and rescue related risks.

Paragraph 1.3

Each fire and rescue authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the community risk registers produced by Local Resilience Forums and any other local risk analyses as appropriate.

Paragraph 1.10

Each fire and rescue authority integrated risk management plan must:

- **demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way**
- **set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat**

Paragraph 1.11

Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and in other

[1] Fire and rescue national framework for England, DCLG © Crown copyright, 2012

areas in line with their mutual aid agreements and reflect this in their integrated risk management plans.

Paragraph 2.3

Each fire and rescue authority integrated risk management plan must:

- **be easily accessible and publicly available**
- **reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners**
- **cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework**
- **reflect up to date risk analyses and the evaluation of service delivery outcomes**

Paragraph 3.2

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in this Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance.

The Government does not plan to issue additional integrated risk management plan related guidance. The Department values the multi-partner Integrated Risk Management Plan Steering Group, put in place to take this work forward.

APPENDIX 3: GLOSSARY

Appliance	General term for a fire engine or specialist vehicle (e.g. Aerial Ladder Platform or ALP).
Attendance standard	A measurement for assessing the speed with which fire engines attend incidents. It is usually expressed as a percentage, for example, "the first engine arrives in 10 minutes to fires in buildings 75% of the time".
Benchmark	A standard or point of reference against which an activity can be compared or assessed. For example, it is used in the context of how changes in activity compare to an attendance standard base case.
Call	A general term for an incident. Can also be referred to as a 'shout'.
Community Risk Management Plan (CRMP)	The Service's overall strategy for planning how to improve community safety, reduce the number of incidents we need to attend and, above all, save lives. It sets out what we do to tackle risks to our communities, to our firefighters, and to the effectiveness and efficiency of our services. Previously referred to as the IRMP (Integrated Risk Management Plan)
Community Risk Register	A register of risks drawn up by the West Mercia Local Resilience Forum. The register identifies risks in the community, assesses the likelihood of their occurring and the potential impacts if they happen. It assists in ensuring that organisations and communities are aware and prepared in the event of an emergency incident occurring. Local registers, known as County Risk Registers, are also prepared for specific sites in Herefordshire and Worcestershire.
Community safety	Events and activities carried out by the Community Safety Team and firefighters within the Service alongside partner organisations with the intention of preventing or reducing risk of injury and death from fire, road traffic collisions and water related incidents.
Control measure	Any measure taken to reduce risk
County Risk Register	see 'Community Risk Register'

Crewing	The arrangement for providing a crew of firefighters to staff a fire engine. Different crewing arrangements are most often distinguished by the speed with which the fire engine is mobilised from the station after a call has been received. For example, 'on-call' crewing requires approximately 6 minutes for the firefighters to turn in and get changed before the fire engine can leave the station. 'Wholetime' crewing requires approximately 90 seconds before the engine can leave the station. 'Day-Crewed' fire engines combine the two systems and turn out in approximately 90 seconds during the day and approximately 6 minutes during the night. 'Day-Crewing Plus' has firefighters immediately available during the day, and who are based at the fire station overnight.
Demand	Refers to the number of incidents that are responded to either by a fire engine, a fire station or which happen within a station area and require our resources to respond.
External validator	An independent company that runs software to simulate changes to fire cover. The results are compared to results that have been produced in-house (at Service headquarters) to check and balance in-house analysis.
Fatality	A person who is confirmed as being clinically dead at the scene of an incident or soon afterwards. Such a judgement can only be made by a suitably qualified person such as a doctor or paramedic.
Financial year	This refers to a budgeting and accounting period of 52 weeks, usually running from the beginning of April in one year to the end of March in the following year. For example, the financial year 2011-12 means the period from 1 April 2011 to 31 March 2012.
Fire and emergency cover	Refers to the provision of resources (fire engines and specialist vehicles) to attend incidents that involve fire and or emergency situations. It includes the speed of response, how many resources we send and how we crew the fire engines and special vehicles. Commonly referred to as 'fire cover'.
Fire Control	The control centre which takes 999 calls and directs the fire engines to incidents. HWFRS has its own Fire Control centre.

Fires in buildings	This refers to all fires that have taken place in homes and other buildings that are occupied.
Firefighter safety	Practices and plans for how firefighters operate at an incident or a specified building to ensure their safety.
Frontline emergency response	Fire engines, specialist vehicles and officers responding to emergency incidents.
Fuel poverty	A household is classed as fuel poor once it has an income below 60% of the median (average) and has energy costs higher than a typical household.
Hazard	Something with the potential to cause harm.
Incident	An individual occurrence or event at a geographical location within a fire station/Service area; it may involve a number of mobilisations by fire engines, specialist vehicles and officers from outside of the fire station/Service area.
Incident Recording System	A web-based system that enables data on all incidents attended by the Fire and Rescue Service to be collected electronically and verified at source.
Index of Multiple Deprivation	The Index of Multiple Deprivation (IMD) 2010 is a measure of the relative deprivation between different areas. It is made up of many separate indicators, reflecting different aspects of deprivation (income, employment, health, education, crime, access to services and living environment). Each indicator is scored separately and is then weighted and combined to give an overall Index of Multiple Deprivation score for each LSOA in England. It enables the relative risks of fire among different groups in society and across geographical areas to be assessed.
Injury/injured persons	Non-fatal casualties requiring medical treatment beyond first aid given at the scene of an incident and those sent to hospital or advised to see a doctor for a check-up or observation (whether or not they actually do). People sent to hospital or advised to see a doctor as a precaution, having no obvious injury, are recorded as "precautionary check-ups".
Integrated Risk Management Plan	See 'Community Risk Management Plan' – we use the term IRMP in relation to previous versions of this Plan and to

(IRMP)	Government requirements
INTEL	Refers to a process for gathering information about premises and sites within Herefordshire and Worcestershire or close to our borders, that have been identified as requiring specialist analysis by firefighters to identify any potential hazards or risks. This can be due to perceived risk to the community or to firefighters, or if there is a potential environmental or community impact should a fire or other emergency incident occur. Information regarding these premises and sites is gained through County Risk Registers, local information gathering by the Service and through work with our partner agencies. These risks are then assessed against a risk rating mechanism, developed by the South East Fire Region and approved by the Health & Safety Executive. HWFRS conducts regular inspections to confirm the validity of its information and engages with premises and site owners to promote emergency planning. All information is immediately available to firefighters via computers on-board fire engines to support dealing with incidents in a safe and timely fashion.
Isolation	How far away a fire station is from other fire stations and fire and emergency cover support.
Lower Super Output Area	Lower-layer Super Output Areas (LSOAs) are small subdivisions of electoral Wards in all local authority areas of England and contain a neighbourhood of around 1,500 people (600 households). They are often used in statistical models to provide detailed information about the social and economic characteristics of local areas.
Mobilise	Refers to when a fire engine leaves a fire station, having been notified by Fire Control that they need to attend an incident.
Mobilisation	A movement by a single fire engine, specialist vehicle or officer to an incident; this can be to an incident within its own station area or to another station area.
On-call	A crewing system where the firefighter lives or works within 5 minutes of the fire station and so is 'on-call' for an agreed number of hours every month to be available to turn in to the station within 5 minutes of being paged. On-

	call fire engines are crewed by on-call firefighters. They are slower to respond than wholetime crewed fire engines, due to the fact that firefighters are not on station and have to travel to the station. Also known as 'retained' firefighters.
Operational Planning	How the Service plans to use the firefighters, fire engines and equipment to meet the needs of the public.
Operational Resource	A fire engine, piece of equipment, specialist vehicle or firefighter with a specialist skill that attends an incident.
Option for change	A potential change in fire and emergency cover that has been identified for in-depth analysis in order to understand its impact on how we attend incidents and respond to safety concerns.
Phoenix	A software program that is used at Service headquarters to simulate changes to fire and emergency cover in order to evaluate the impact of such changes on fire engines and crews, community safety and attendance standards.
Poverty	Poverty is a lack of income (or material possessions) to such a level that it is not considered acceptable by society. A household is considered to be in poverty if its net income (after housing costs and taxes) is less than 60% of the national average (median).
Prevention and Protection work	See 'community safety' and 'technical fire safety'.
Professional judgement	A perspective based on a thorough understanding of the Service, its responsibilities and values. It is borne out of extensive experience in both the management of incidents and that of the Service, informed by sound evidence. It balances an understanding of the risks faced by staff and the needs of local communities. Can also be referred to as 'uniformed judgement'.
Resilience	The ability to provide backup in good time and to deal with large incidents as well as day-to-day activity. When referring to simulated changes to fire and emergency cover, this refers to the impact on the ability of the second fire engine to arrive within 5 minutes of the first fire engine on scene, according to an attendance standard.

Retained	See 'On-call'.
Risk	A measure of the likelihood of harm from a particular hazard occurring and the severity of the consequences.
Rostering	Another word for the activity of arranging a work rota.
Scenario	An identified change to fire and emergency cover simulated in a software program to understand its impact on cover. A single option for change may be made up of several scenarios.
Self-rostering	When a unit of firefighters agree between them how to populate a rota for Wholetime cover, governed by the Watch Commander.
Senior Management Board	A decision making body in the Service made up of senior managers: principal officers (including the finance director) and heads of departments.
Simulation	Refers to when a software program is used to model fire and emergency cover. The simulation uses algorithms to calculate how it will deploy fire engines to incidents. It uses historic data for information on what sorts of incidents to attend and when they occur.
Spate conditions	Adverse weather conditions or a pandemic resulting in a higher than normal volume of calls and/or a reduced workforce with which to operate the Service.
Special(s) / specialist vehicles / special appliances	Any vehicle or piece of equipment that attends an incident and is not a fire engine.
Station area / station boundary	The geographical area associated with a particular fire station. It consists of a group of output areas (a geographical boundary comprising approximately 40 – 250 households, between 100 – 600 people) where the fire engines from that fire station most often attend.
Strategic risk review	Methodology for identifying areas where people are most at risk of a house fire or road traffic collision in Herefordshire and Worcestershire.
Strategic Training Facilities	These are practical training venues, specifically located across the Service area to minimise travel time and

	maximise training time. They provide firefighters with the opportunity to gain and practise crucial skills in highly realistic conditions. There are currently three facilities based at Evesham, Kidderminster and Peterchurch fire stations.
Technical fire safety	Work carried out by the Technical Fire Safety department and firefighter crews to identify and mitigate risk to the public and to firefighter safety, in non-domestic properties, typically offices, other workplaces and shops.
Travel distance	The travel distance in maps represents average travel distance during the day. The travel is at normal road speeds with 17% congestion to all roads, as guided by professional judgement.
Watch	A group of firefighters that share the same shift pattern and predominately work together at a fire station. Each watch is given a colour (Blue, Green, Red or White) and will work at the same time as watches of the same colour across the Service. In the case of the on-call firefighters a watch can also be referred to as a Unit. Managed by a Watch Commander.
Wholetime	Refers to a crewing system where firefighters and fire engines are available 24 hours a day and are normally able to mobilise to incidents within 90 seconds.

List of Abbreviations

CAFS	Compressed Air Foam System
CFOA	Chief Fire Officers Association
CRMP	Community Risk Management Plan
DC	Day Crewing
DCLG	Department for Communities and Local Government
DCP	Day Crewing Plus
FF	Firefighter
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
HWFRS	Hereford & Worcester Fire and Rescue Service
ICT	Information and Communication Technology
IMD	Index of Multiple Deprivation
IRMP	Integrated Risk Management Plan
IRS	Incident Recording System
LSOA	Lower-layer Super Output Area
OC	On-Call
p.a.	per annum (each year)
PDF	Primary Dwelling Fire
USAR	Urban Search And Rescue
WT	Wholetime

APPENDIX 4: CURRENT ARRANGEMENT OF FIRE ENGINES

Fire Stations with 3 fire engines	
Hereford	
Redditch	
Worcester	

Fire Stations with 2 fire engines	
Bromsgrove	
Bromyard	
Droitwich Spa	
Evesham	
Kidderminster	
Ledbury	
Leominster	
Malvern	
Ross-on-Wye	
Tenbury Wells	

Fire Stations with 1 fire engine	
Bewdley	
Broadway	
Eardisley	
Ewyas Harold	
Fownhope	
Kingsland	
Kington	
Leintwardine	
Pebworth	
Pershore	
Peterchurch	
Stourport	
Upton	
Whitchurch	

Key:  = Wholetime  = Day Crewing Plus  = Day Crewing  = On-Call (Retained)