



# People Strategy

## 2022-25

01 April 2022 to 31 March 2025



HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE

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## Foreword

Hereford & Worcester Fire and Rescue Service's core organisational strategies – Response, Protection and Prevention – drive everything that we do and underpin our mission of delivering high quality and sustainable services to our communities. The strategies set out the next phase in realising the organisation's core purpose, and are aligned to our Community Risk Management Plan.

To deliver our core strategies we need other key enabling strategies that allow us to deliver a modern and resilient Fire and Rescue Service. A core component of these enabling strategies is the People Strategy which places staff at the heart of this and recognises that it is through their collective commitment, talent and efforts, that we will deliver our 2025 vision for organisational excellence and our core organisational strategies.

Through this strategy we will cultivate our culture, develop our staff, and grow our organisational capability by aligning structure, processes and people – where we maximise individual potential and organisational performance through a business-focused approach. As we implement our plans over the next three years, we aim to create an inclusive organisation that promotes service excellence, employee engagement, wellbeing and personal responsibility – with our communities at the heart of everything we do.

In addition, we will continue to ensure that the experience of people who work with us and of those we serve, is positive and reflects the [Core Code of Ethics for Fire and Rescue Services](#).

**Jon Pryce**

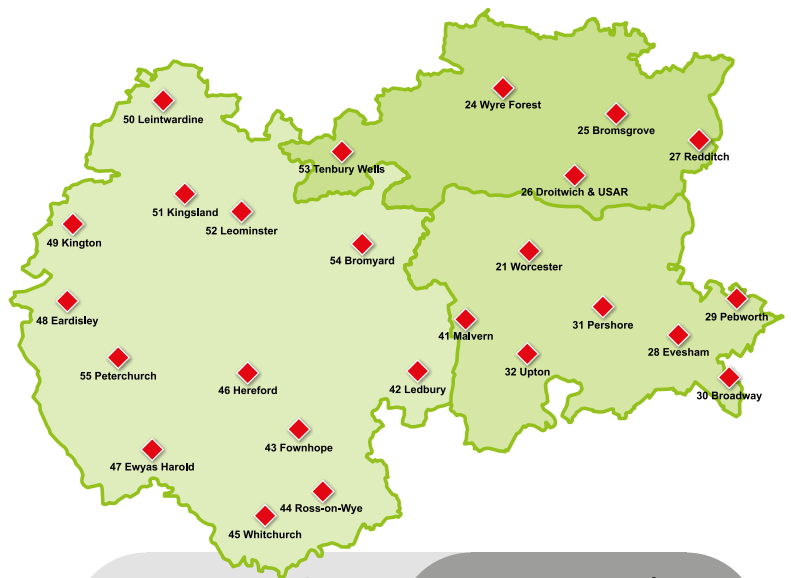
**Chief Fire Officer / Chief Executive**



# Our Purpose, Vision and Mission

## Who We Are

Hereford & Worcester Fire and Rescue Service (HWFRS) works to keep people safe from fire and other risks. We employ over 690 full-time and part-time members of staff in 770 roles, delivering a wide range of prevention, protection and emergency response services across Herefordshire and Worcestershire (an area of 392,000 hectares with a population of over 790,000 people).



**25**  
Fire  
Stations



**41**  
Fire  
Engines



## Purpose

### Why we are here

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

## Vision

### What we want to do

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

## Mission

### What we do every day

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

**251**  
Wholetime  
Firefighters



**368**  
On-Call  
Firefighters



**24**  
Fire Control  
Firefighters



**127**  
Support  
Staff



In 2021-22 our Firefighter Control service dealt with over 16,000 calls and we attended over 7,400 incidents, including property and countryside fires, road traffic collisions, water rescues, collapsed structures, hazardous materials and animal rescues (an average of about 142 incidents every week).



**16,212**  
Calls to  
Firefighter  
Control



**7,419**  
Incidents  
attended



**1,605**  
Fires



**2,385**  
Special Service  
Incidents

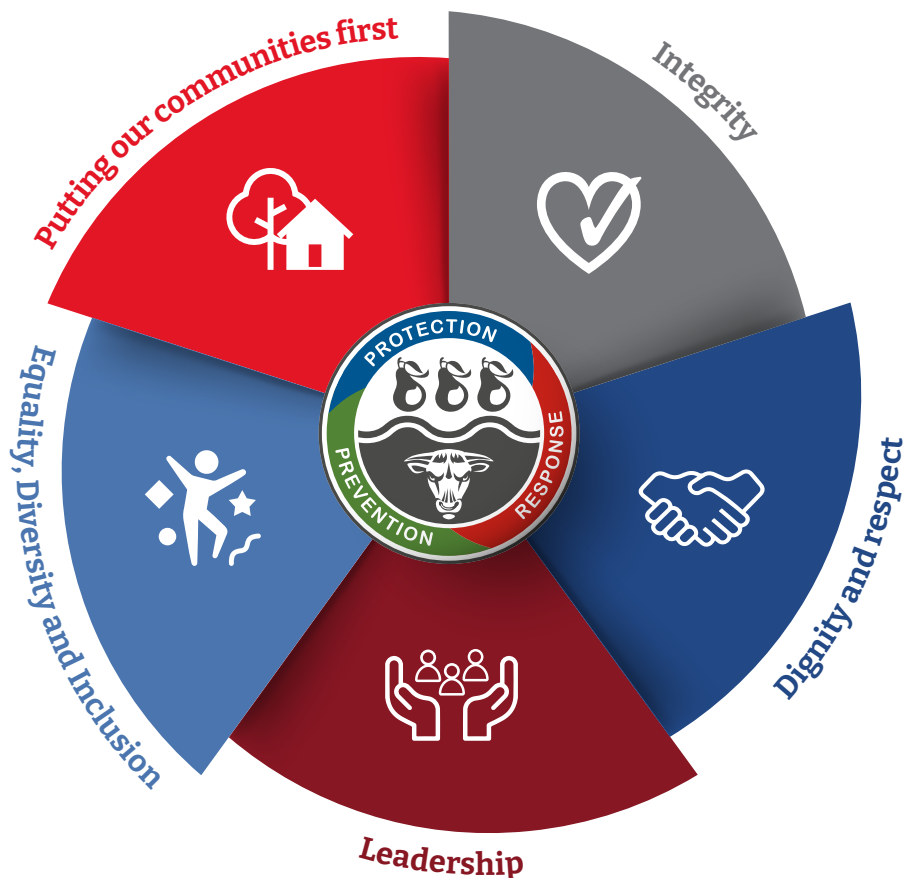


**3,429**  
False Alarms

Our core purpose, vision and mission guide us in our work to make the communities of Herefordshire and Worcestershire safer. To do this effectively we need to ensure we understand and appreciate the diversity of the communities we serve, and have a workforce that is inclusive and fully represents and understands those communities.

# Our Ethical Principles

How we deliver our services to achieve our core purpose is guided by the Core Code of Ethics for Fire and Rescue Services in England, which has been jointly developed by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners. The Code sets out five ethical principles, which provide the basis for promoting good behaviour and challenging inappropriate behaviour. By adopting the Code as our guiding set of values, we are committed to championing ethical behaviours that help to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



## Putting our communities first

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

## Integrity

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

## Dignity and respect

We make decisions objectively based on evidence, without discrimination or bias.

## Leadership

As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.

## Equality, Diversity and Inclusion

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

# Introduction

In line with our Purpose, Vision and Mission, Hereford & Worcester Fire and Rescue Service (HWFRS) is committed to putting the community first by keeping people safe from fire and other risks and protecting the most vulnerable. The [Community Risk Management Plan \(CRMP\)](#) sets out our high-level plans for tackling risks through our prevention, protection and emergency response services with delivery supported by our three core strategies – [Response](#), [Protection](#) and [Prevention](#) – which set our direction for the next four years (2021 – 2025).

## Response

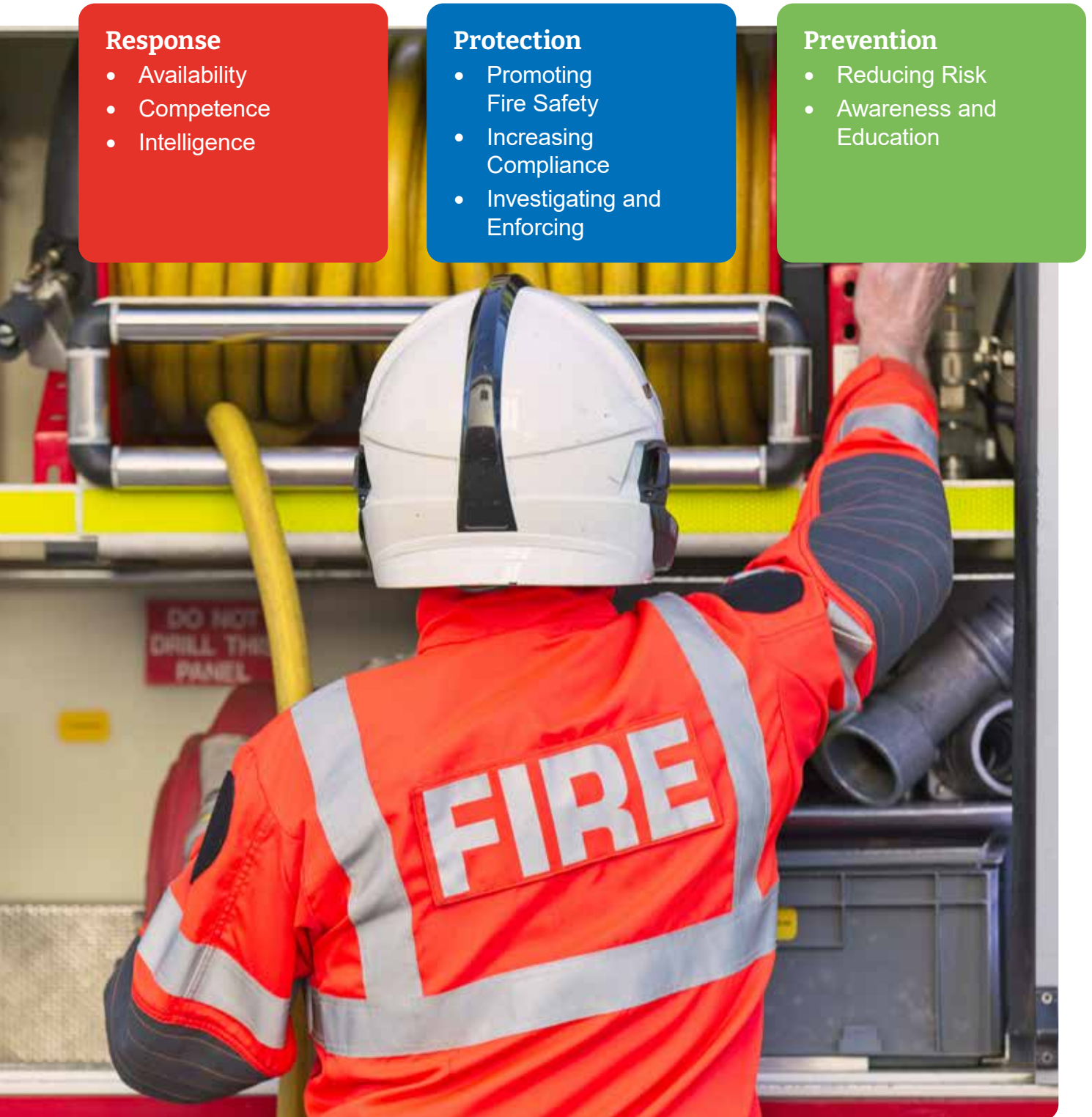
- Availability
- Competence
- Intelligence

## Protection

- Promoting Fire Safety
- Increasing Compliance
- Investigating and Enforcing

## Prevention

- Reducing Risk
- Awareness and Education



# Our People Priorities

Core to the delivery of our strategic priorities are our people – they are our greatest asset. Our People Strategy 2022–2025 sets out five aims which will support the delivery of our overall strategic priorities. The People Strategy is aligned to the National Fire Chiefs Council’s (NFCC) People Strategy, and recommendations made by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services:

## Attract and Retain

Attract and retain the best people to provide the best possible service to the public



## Develop and Train

Develop and train our people to deliver organisational excellence



## Recognise Success

Motivate our people by recognising success



## Health and Wellbeing

Maintain a healthy workforce



## Include and Collaborate

Foster an inclusive and diverse workforce to better understand and serve our communities



# Our People Priorities: Attract and Retain

## Our Aim

Attract and retain the best people to provide the best possible service to the public

## How we will get there

- Further develop our employer reputation by promoting modern employment practices
- Identify and fill the roles and skills required for the future through workforce planning
- Reflect the diversity of our communities in our workforce
- Make every contact in our communities count

## Key measures of impact

- Availability/attendance levels
- Induction and Performance data
- Recruitment metrics
- Staffing profile
- EDI metrics
- Community feedback



# Our People Priorities: Develop and Train

## Our Aim

Develop and train our people to deliver organisational excellence

## How we will get there

- Provide high quality training and resources
- Establish links between workforce planning and training and development
- Develop effective leaders at all levels
- Provide support to those aspiring to progress in their career

## Key measures of impact

- Probation & Appraisal performance data
- Training & Development metrics
- Staffing profile
- Progression of our people into leadership roles
- EDI metrics
- Employee engagement





# Our People Priorities: Recognise Success

## Our Aim

Motivate our people by recognising success

## How we will get there

- Celebrate the achievements of our people
- Encourage contribution, commitment and high performance
- Create an environment where everyone feels able to do their best

## Key measures of impact

- Employee engagement
- Employee turnover rates
- Feedback from leavers
- Absence levels
- Employee relations data



# Our People Priorities: Health and Wellbeing

## Our Aim

Maintain a healthy workforce

## How we will get there

- Support the health, fitness and wellbeing of our people
- Support managers to manage and promote health and wellbeing within their teams
- Evolve our health and wellbeing offer

## Key measures of impact

- Occupational Health data
- Fitness data
- Absence levels
- Health & Safety data
- Employee engagement



# Our People Priorities: Include and Collaborate

## Our Aim

Foster an inclusive and diverse workforce to better understand and serve our communities

## How we will get there

- Engage with and listen to our people
- Promote and embed our values and the Core Code of Ethics
- Support the creation of staff networks
- Work in partnership with representative bodies

## Key measures of impact

- Employee engagement
- Employee relations data
- Performance data
- EDI metrics
- Absence data
- Retention rates



# Monitoring and Review

## Monitoring

The People Strategy is an enabling strategy to support delivery of the CRMP and core organisational strategies, therefore the ownership for delivery rests across the Service. The Fire Authority and Strategic Leadership Board (SLB) will lead by example and set the standard for what is expected of staff in delivering this strategy. SLB will have overarching responsibility for monitoring the delivery of the strategy through the annual People Action Plan devolved through to the respective Directorate/Departmental Leads.

## Review

The HR & Development Department will have responsibility for co-ordinating and updating the People Action Plan and supporting the delivery of joint objectives.

The People Strategy will be reviewed in 2025 in conjunction with the strategic plans.





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**HWFR**  
FIRE AND RESCUE SERVICE



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