



HWFRS Annual Service Plan

2025-26



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



Contents

Foreword	1
Service Structure	2
Our Ethical Principles	3
Our Priorities	4
Service Objectives for 2025-26	5
Response	5
Protection	6
Prevention	7
Valuing Our Workforce	8
Value For Money	9
ICT	10
Contact Us	11

Foreword

The Annual Service Plan looks forward over the financial year (April 2025 – March 2026) and focuses on some of the key priorities and objectives we have set for the coming months.

The Plan sits alongside the [Annual Service Review 2024-25](#), which looks back over the last 12 months showing the key highlights and events of the year, including an overview on how we delivered last year's Service Plan priorities. You can find the Review on the Publications page of our Service website.

The Service priorities and objectives for 2025-26 are built around delivering our overall plans as set out in the Community Risk Management Plan (CRMP) and the three Core Strategies for Response, Protection and Prevention, alongside the People Strategy, our financial plans and a host of enabling plans – all of which can be found on our [Publications page](#).

Priority Focus for 2025-26

During 2025-26 the Service will be focusing on delivering the objectives from the CRMP and core strategies.

Community safety remains a high priority and work will continue to identify those most at risk of fire and other emergencies in our communities to ensure that they are engaged and supported. Key to this is working with partner agencies and time will be invested in working collaboratively to share information and work on joint initiatives to combine resources and reduce risk.

You can keep in touch with our plans and progress through our Service website, in our reports to the [Fire Authority and its Committees](#) and through our social media platforms. You will find the links at the end of this Plan.

We hope this Plan helps you to appreciate the wide range of work we do to keep our communities across Herefordshire and Worcestershire safe from fire and other emergencies.



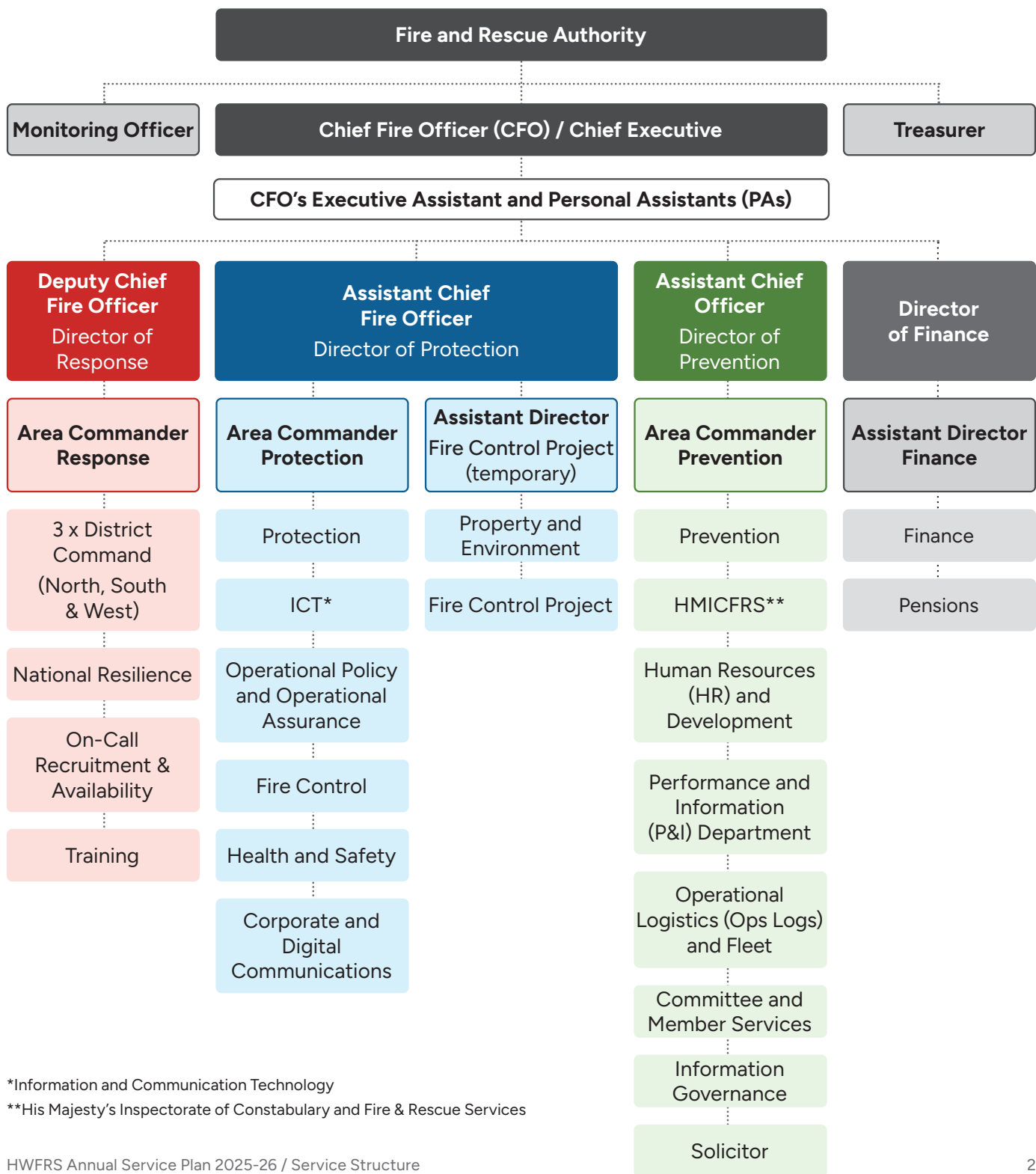
**Chairman of the
Fire Authority**



**Jonathon Pryce
KFSM**
Chief Fire Officer/
Chief Executive

Service Structure

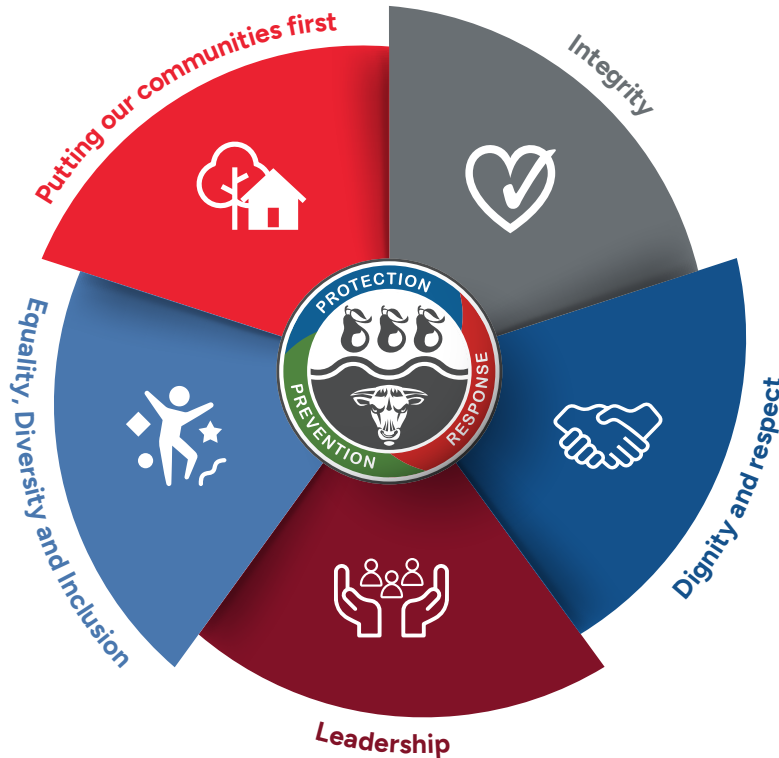
We aim to continue to embed a number of small but significant adjustments to our Service structure. The revised structure reflects the important focus on our three primary functions: Response, Protection and Prevention. Each of these functions has a dedicated Director with a clear line of responsibility and accountability to lead and deliver their respective Core Strategies. The structure also aligns with the way His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspect and assess the Service. You can find more about each Department on the Service website.



Our Ethical Principles

We are guided by the [Core Code of Ethics for Fire and Rescue Services \(FRS\)](#) in England.

The Core Code of Ethics sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour. These principles are our guiding set of values and help us 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.

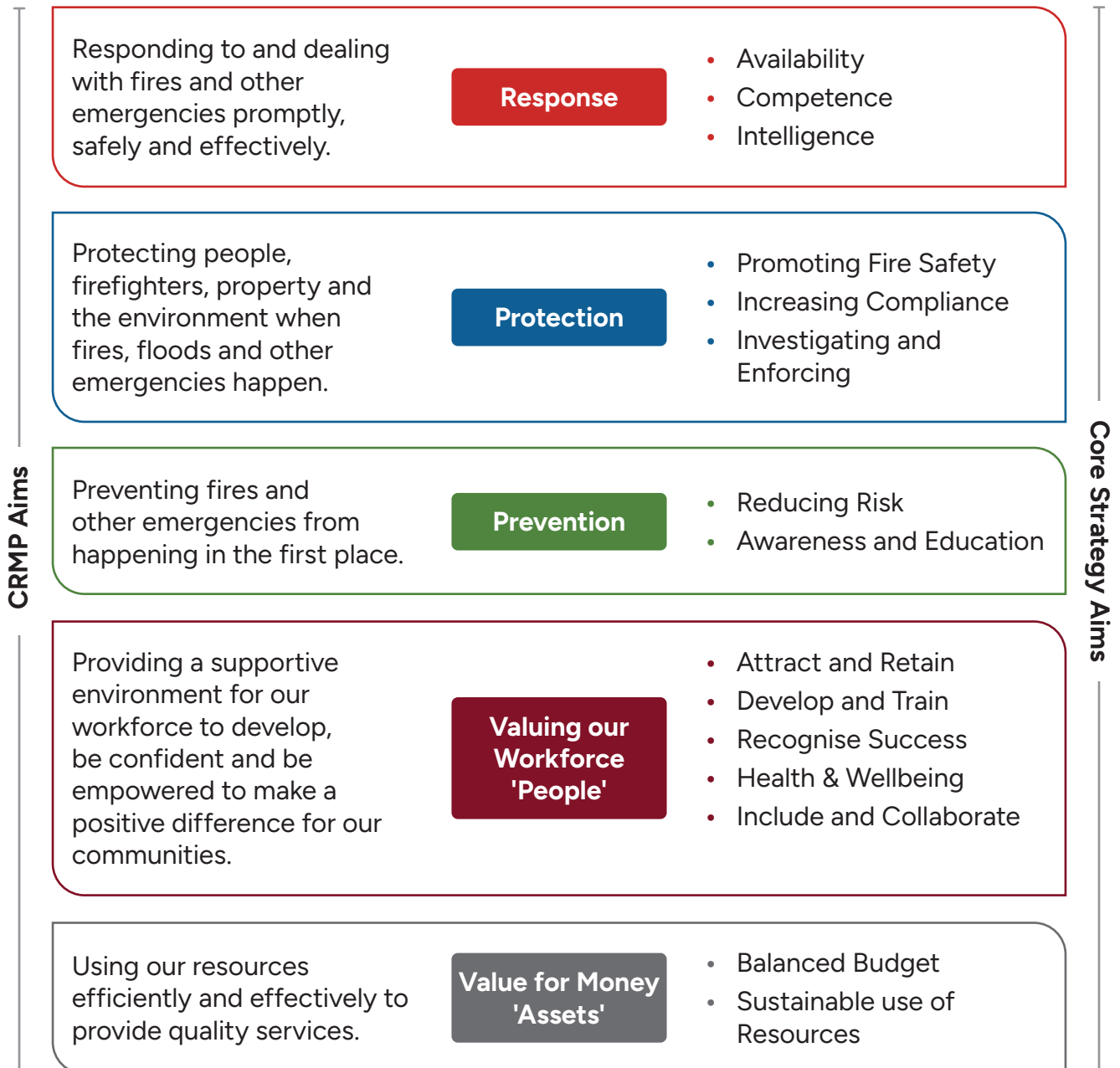
Equality, Diversity and Inclusion



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

Our Priorities

Our priorities turn our overall Purpose, Vision, Mission and Values into action. They are set out in our [Community Risk Management Plan \(CRMP\)](#) and our Core Strategies: [Response](#), [Protection](#) and [Prevention](#). Together they represent our five-year strategy for keeping people, their homes, communities and the environment safe. Supporting them are a host of enabling strategies and plans, including the [People Strategy](#) and the annual Medium-Term Financial Plan.



Service Objectives for 2025-26

Response



Priority Focus: Delivering Operational Excellence

Availability

We will continually monitor Firefighter availability to ensure capacity and resilience across the Service area. We will work closely with the On-Call recruitment team to address high priority locations where active recruitment is required.

Intelligence

We will review, update and share risk information at a local, regional and national level and ensure it is widely available to ensure Firefighter safety.

Command and Control

We will embed the new Command and Control system to ensure best practice, call handling and resource deployment.

Competence

We will ensure Firefighters are well trained, well equipped and well led. Operational procedures will be reviewed and updated to align with National Operational Guidance (NOG), incorporating local learning and from across the sector to ensure response procedures are safe and effective in order to meet new and foreseeable risks.

Major Incidents

We will collaborate with Local Resilience Forum (LRF) partners to prepare for Major incidents which go beyond routine operations and involve large-scale efforts. These events or situations may have serious consequences, which require specific arrangements from one or more emergency response agencies.

Service Objectives for 2025-26

Protection

Priority Focus: Ensuring Compliance

Risk Based Inspection Programme

We will deliver departmental and operational Risk Based Inspection Programme targets, including providing training and support to operational staff working towards Fire Safety qualifications.

Fire Safety Compliance

We will work proactively with businesses to ensure compliance, including the effective management of Enforcement and Prohibition Notices and the prompt and proportionate use of prosecution powers where necessary.

Promoting Fire Safety

We will continue to engage with members of the public to offer advice and guidance to promote fire safety. This engagement also includes specific areas of focus, e.g. changes in fire safety legislation, new initiatives such as reducing unwanted fire signals and our response to national events, including the Grenfell Tower fire.

Intelligence Based Inspections

We will conduct a programme of fire safety inspections which target smaller and more vulnerable commercial premises where life may be at risk. These visits will be part of a joint inspection with partner enforcement agencies.

Consultations

We will maintain our proactive response to building regulations, licensing applications and Safety Advisory Groups. In addition, we will continue to engage with planners and developers in areas where we are non-statutory consultees, such as the installation of sprinklers in all high-risk buildings and battery energy storage sites.

Ensuring we have the right skills

In order to deliver the above objectives, we will need to maintain our current levels of skilled and experienced fire safety inspectors. To achieve this, we are training new inspectors through the apprenticeship scheme, alongside our continued professional development of our current staff.

Service Objectives for 2025-26

Prevention

REDFORD & WORCESTER



Priority Focus:

Promoting Awareness and Evaluation

Home Fire Safety Visits (HFSV)

We will deliver a comprehensive programme of HSFVs in people's homes, targeting those most at risk.

Road Safety

We will provide education and risk reduction initiatives for young drivers and other at-risk road users alongside the work of multi-agency road safety partners.

Community Education

We will educate the community to reduce their risk and vulnerability to fire and other emergencies.

Community Preparedness

We will work with partners to ensure residents, businesses and visitors are prepared for, and are aware of the dangers of, extreme weather events such as more frequent wide-area flooding and longer-lasting heat waves.

Water Safety

HWFRS will work alongside key stakeholders to reduce the number of deaths and serious injuries in or around water by providing water safety advice and flooding awareness.

Service Objectives for 2025-26

Valuing Our Workforce



Priority Focus:

Influencing the Right Behaviours

People Strategy

We will continue to deliver our People Strategy to support the delivery of the Response, Protection and Prevention Strategies and the CRMP.

Development and learning

We will continue to invest in the development of our staff, regardless of role or leadership level, to be the best they can be in their current role or to support those seeking opportunities to progress in their career. To deliver this we will launch the People Excellence Framework.

Culture and Inclusion

Our Culture & Ethics Steering Group will evolve into a Culture Board to more formally drive the Service's commitment to improve and foster an inclusive, safe culture in line with our Core Code of Ethics.

A blended Equality, Diversity & Inclusion (EDI) maintenance programme is scheduled for delivery from 2025-28, to build on the previous Service-wide in-person training and to maintain momentum in increasing our understanding of EDI.

We will collaborate with our staff and external specialists to develop a Diversity Framework. This evolving statement will adapt through regular discussions and challenges, guiding our teams on the importance of pursuing greater diversity and the changes required to achieve it.

Service Objectives for 2025-26

Value For Money



Priority Focus: Driving Efficiency

Budget

We will maintain a balanced and sustainable budget that aligns available resources with the level of identified risk that enables us to deliver high quality services.

Asset Management Plans

We will ensure asset management plans meet Service needs, including the ICT infrastructure, buildings, equipment and fleet.

Productivity

We will continue to monitor productivity of staff in line with the 3% sector-wide increase set by Home Office measures.

Investment

We will continue to invest in technological advances and other improvements in service delivery, facilities, equipment and training, where resources allow.

Procurement

We will use joint procurement processes where possible to obtain the best products and services at the right time, for the right cost, and ensure procurement takes into account the need to contribute towards environmental sustainability.

Service Objectives for 2025-26

ICT

Enhancing and Developing Our Digital and Data Initiatives

We will continue to integrate Artificial Intelligence and further develop our internal capabilities by utilising Robotic Process Automation (RPA). By identifying and automating organisational tasks, we aim to digitise manual processes, thereby increasing our effectiveness and efficiency. Leveraging data analytics will enable us to make better-informed decisions using our internal data sources, allowing us to plan more effectively.

Supporting Learning and Development Through Technology

We will encourage continuous learning and upskilling among all staff by providing access to training resources via our internal Learning Management System (LMS) systems and digital content distribution, certifications, and furthered professional development opportunities. This will support and foster a culture of innovation and expertise within the workspace.

Optimising Data Collection and Analytics

We will continue to enhance our data collection and develop data models within the data warehouse from various systems and processes. This will provide analytics and insights, enabling better decision-making and effective planning, and reducing manual work streams to improve efficiency.

Advancing Our Cybersecurity Posture

We will continue to strengthen our cybersecurity measures, which are paramount in a modern ICT workspace to protect sensitive data and mitigate cyber threats. We will implement a zero-trust environment incorporating multi-factor authentication, encryption protocols and regular security audits. These measures will help safeguard against potential breaches and vulnerabilities. Additionally, we will provide ongoing cyber training and awareness programs for all staff to ensure everyone plays a role in protecting our digital environment.

Enhancing Collaboration and Communication Tools

By leveraging collaborative tools such as Microsoft Teams, SharePoint and other Microsoft 365 capabilities, we will facilitate seamless communication and teamwork among distributed teams. These digital platforms promote collaboration regardless of physical location.

We will also be transforming the way users interact with our IT systems by delivering new cloud-based operating systems and computers. This will enhance security and provide end users with greater autonomy over their corporate devices, leading to a more agile and modern workspace.

Contact Us

We always welcome any views or comments on our reports and plans, so if you want to contact us about any issues, please visit our website at www.hwfire.org.uk where you will find full contact details along with links to further information about our services and activities.

If you have any general enquiries, please call:

0345 122 4454

or email us at:

info@hwfire.org.uk

You can also follow us on X and like us on Facebook @hwfire

Alternatively, you can write to us at:

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If you would like this information in an alternative language or format such as large print or audio, please contact us on 0345 122 4454.





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