



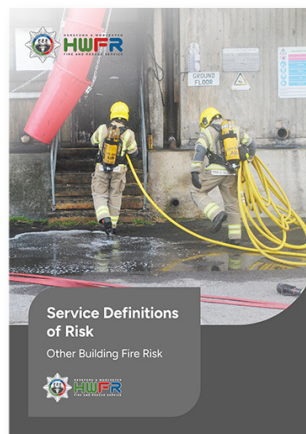
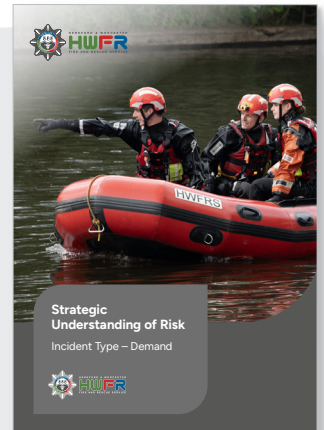
Community Risk Management Plan 2025 - 2030

Our strategy for helping to keep you, your home, your community and your environment safe from fire and other emergencies.

HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

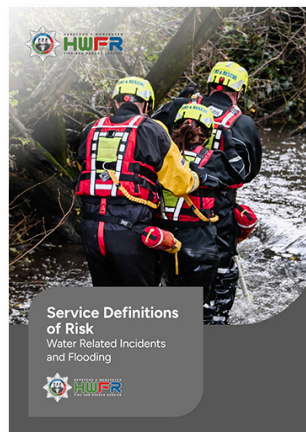
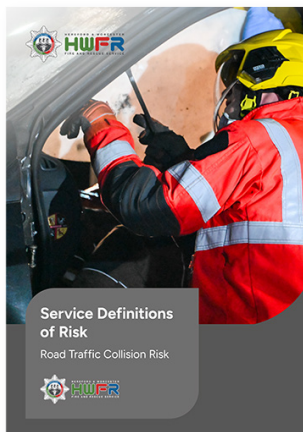
Executive Summary

Under the Fire and Rescue National Framework, HWFRS must produce a Risk Management Plan containing up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority. We call this our Community Risk Management Plan. We will also demonstrate how Prevention, Protection and Response activities will best be used to mitigate the impact of identified risks on its communities. To fully appreciate the environment in which we are operating, we have produced a [Strategic Understanding of Risk](#) against the backdrop of the National Risk Register.



This CRMP has followed the five essential components of the National Fire Chiefs Council (NFCC) **CRMP Framework**, which is explained on page 13. In particular, the two key stages of Identifying Hazards and Assessing Risk utilised the NFCC's Risk Methodologies for defining risk in:

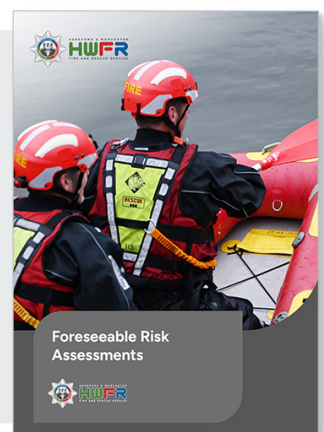
- › [Dwelling Fires](#)
- › [Other Building Fires](#)
- › [Road Traffic Collisions](#)



HWFRS has adopted and adapted these methodologies to assess the risks posed by these types of incidents across Herefordshire and Worcestershire. At the time of writing this CRMP, there is currently no national methodology for [Water incidents](#). Recognising the existing and emergent nature of these types of incidents, HWFRS has produced our own, based on the NFCC processes.

In addition, through extensive engagement with fire service professionals, community leaders and stakeholders across various sectors it also analyses [foreseeable risks](#) which the data does not necessarily highlight. Areas such as:

- › [New Housing Development](#)
- › [Agriculture](#)
- › [Light Industry](#)
- › [Changing climate including Wildfires and Flooding](#)
- › [Waste Fires and Recycling](#)
- › [Heritage and Tourism](#)



Executive Summary Continued

All these areas are covered in detail in [Section 1: Identifying and Assessing Risk](#) and help us ensure that we have the right resources in the right locations across our two counties and are prepared to prevent and respond to all types of emergencies. A key message to come out of this robust analysis is that, in general, Herefordshire and Worcestershire are among some of the safest counties to live in England.

[Section 2: Managing and Reducing Risk](#) explains how HWFRS plan to use our resources to mitigate the consequences of these hazardous events, should they occur. This section is presented in-line with His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection areas:

- › [Prevention](#)
- › [Protection](#)
- › [Response](#)
- › [Valuing Our Workforce](#)
- › [Value for Money](#)
- › [Resilience](#)

Each section begins with the HMICFRS inspection criteria and clearly sets out the directorate's aims over the life cycle of this CRMP and how they plan to use their resources to achieve these aims. Another key message to come out of this extensive research and planning is that, overall, we believe we are Resourcing to Risk appropriately.

[Measuring and demonstrating](#) the impact of our actions is essential for ensuring accountability, improving performance and justifying resource allocation. [Section 3](#) showcases improvements in public safety, property protection and community resilience and demonstrates our critical role and

positive outcomes of the services we provide. Again, it is set out in-line with the HMICFRS inspection areas for clarity and highlights each directorates Key Performance Indicators (KPIs), providing examples of how we monitor and review our work. By measuring what we do, we can clearly demonstrate the impact we have on our communities and continue what we do well and develop areas in which we can improve.

By conducting this detailed assessment of risk HWFRS can assure itself, and the communities we serve, that we have the appropriate resources in the correct locations to respond to these foreseeable risks. By continually reviewing the use of our resources and the environment in which we operate, we also provide assurance that we are delivering the best possible value for money to the public purse.

A vital part of this risk assessment is not just analysing the current situation but taking a forward look at projections and trajectories so we can be in the best possible position of preparedness for the life of this CRMP and the years ahead.

It is also important to note that the Fire Standards Board (FSB) has developed a set of Fire Standards for producing a CRMP. HWFRS has followed this closely, reviewing our workstreams throughout the process and, coupled with the NFCC Framework and methodologies, ensured best practice. We will use this CRMP to develop and grow our capabilities to meet the known and emerging risk wherever we reasonably can.

Contents



Executive Summary	2
Foreword	6
Introduction	8
Supporting Documents	10
Legislation	12
NFCC (National Fire Chiefs Council) Framework	13
Fire Standards Board	15
His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)	16
The West Mercia Local Resilience Forum (LRF)	17
Core Code of Ethics	18
About Us	19
Our Service Structure	21
About Herefordshire and Worcestershire	22
Vulnerability in Herefordshire and Worcestershire	23
Demand	24
Consultation and Engagement	25
Stage 1: Identifying and Assessing Risk	29
Defining the Scope of the CRMP process: PESTEL Analysis	30
Identification of Risk	31
Foreseeable Risk Analysis	35
New Housing Development	36
Agricultural	37
Light Industry	38
Changing Climate	39
Wildfire	40
Flooding	42
Waste Fires	43

Contents Continued



Heritage/Tourism	44
Cyber Security Posture and Digital Landscape	45
Pandemic Preparedness and Response	46
High Rise Buildings	47

Stage 2: Managing and Reducing Risk 49

HMICFRS Inspection Areas:

Prevention	50
Protection	54
Response	57
Valuing our Workforce	61
Value for Money	66
Resilience	68

Stage 3: Measuring and Demonstrating Impact 70

Introduction	71
Prevention	73
Protection	78
Response	80
Valuing our Workforce	84
Value for Money	86
HMICFRS Improvement Plan	88

Glossary Of Risk-Related Terms 89

Foreword

Our Community Risk Management Plan (CRMP) is the overarching strategy we build every five years for helping to keep you, your home, your community and your environment safe from fire and other emergencies. It provides an overview of the foreseeable fire and rescue related risks faced we believe may occur within the communities we serve. The CRMP sets out our high-level plans for tackling those risks through our Prevention, Protection and Response strategies.

This plan is the result of a broad collaborative effort, bringing together the collective knowledge, experience and insights of fire service professionals, our politicians that govern us and those who represent you across both counties along with community leaders our partners from the Local Resilience Forum and stakeholders across various sectors.

It serves as a comprehensive guide that not only identifies risks we may face but also outlines what we put in place to reduce and

manage those risks effectively. Whether the risks to our communities are natural, technological or human-made, our goal is to ensure we can respond effectively to assist, minimise their impact where we can and safeguard our community's people, property and environment.

One area that we already know is of concern is how we continue to address the increase in extreme or variable weather events caused by the onset of changing climate. The World Health Organisation identifies changing climate as the greatest threat to global health in the 21st century. There will most likely be an increase in hotter drier periods of weather, resulting in greater risk of wildfires and there will also be periods of longer and heavier rainfall increasing the likelihood of widespread flooding. Investment in our Firefighters will ensure there are well trained and equipped personnel on every single fire station across the two counties to respond to these types of emergencies.

The development of this CRMP underscores our commitment to embracing innovation, fostering community engagement and adopting notable practice in risk management.



Foreword Continued

It is built firmly on the principles of Prevention, Protection and Response ensuring that we are ready to address current challenges and adapt to emerging risks. It is not possible for the Fire and Rescue Service (FRS) to be experts in every facet of every risk we may encounter, but we will always try to ensure we can deliver professional and highly skilled staff and assets to meet every challenge we may face.

Societal changes continue to make the recruitment and retention of On-Call Firefighters more challenging as people struggle to balance their work and home life commitments. As such, the strategic decision from the 2024 Resource Review was made to reinvest money from the removal of some of the least used On-Call fire engines on stations with more than one fire engine, into employing more front line Wholetime Firefighters on our busiest fire engines. This decision was based largely on our promise made in the 2020-25 CRMP to 'continually review fire and emergency cover to ensure appropriate provision of resources and crewing arrangements' and 'continually monitor Firefighter availability to ensure capacity and resilience across the Service area'. In doing so Hereford & Worcester Fire and Rescue Service (HWFRS) is demonstrating its continued commitment to providing the best possible value for money for the public purse and driving efficiency wherever possible.

We have built this plan to inform every member of our community to engage with this plan, understand the risks we share and participate in the efforts to make our communities safer. The success of this plan relies not just on the Fire and Rescue Service but on the involvement and vigilance of every resident, business and organisation within our community.

As we look ahead to the next five years and beyond, we remain steadfast in our mission to protect lives, property and the environment. This CRMP is a critical tool in that mission, guiding our efforts and ensuring that we continue to serve with dedication, professionalism and a relentless commitment to safety.



Jonathon Pryce KFSM
Chief Fire Officer /
Chief Executive



Councillor Roger Phillips
Chairman of the
Fire Authority

Introduction

This document provides insight into the productivity and demand of the Fire and Rescue Service, however a key message we are keen to deliver is one of assurance.

Assurance to you, our community, that Herefordshire and Worcestershire are two of the safest counties to live in England. The very essence of a CRMP is to identify and assess all foreseeable hazards so we can 'resource to risk'.

Using direct comparators to other FRSs nationally, there are no threats which could be

classified as 'high-risk' and of the risks which are present, HWFRS is very well prepared and resourced to deal with the potential consequences.

During the research stage of this CRMP process, it has been clear there is a shift from 'Fire' to 'Rescue' incidents seeing a gradual decrease in dwelling fires and, conversely, an increase in incidents such as water rescue and Road Traffic Collisions (RTC). This trend highlights the importance of the diversity of skills within our FRS and provides assurance our training and resources are correctly directed.

The following sections of this CRMP will:

- Outline the legislative and statutory requirements which we must adhere to.
- Explain the National Fire Chiefs Council's (NFCC) CRMP framework and Risk Methodologies against which this document has been produced.
- Provide insight into the Fire Standards Board (FSB) who have provided a national fire standard for producing a CRMP.
- Demonstrate how we perform against His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) areas of inspection.
- Highlight how each and every member of staff demonstrates behaviours commensurate with the Core Code of Ethics.
- Paint a picture of the two counties of Herefordshire and Worcestershire and the makeup of the Fire Service which serves them.
- Provide transparency around the Consultation and Engagement process which has been followed and is so valuable in the research behind this front-facing document.
- Detail how we identify, define and assess risk.
- Give assurance on how we mitigate and reduce those risks.
- Explain how we measure and demonstrate that the work we do has a positive impact on the risks and, ultimately, the communities we serve.

Introduction Continued

The work we do is documented in Fire Authority Annual Reports, which are available on our Publications page on the Service website. Some of the highlights include:

- We adopted the Attendance Performance Measure (APM) during 2023, which provides an evidence base to measure how quickly and effectively we are arriving on scene. This will be continually monitored over the next five years.
- We have continued to develop all areas of our Prevention services, including the launch of the new delivery model for the Service's road safety educational package 'Your Impact'. This road safety scheme is aimed at reducing death and serious injury among road users in Herefordshire and Worcestershire over the life cycle of this CRMP and beyond.
- Our Culture Board continues to support the Service on its cultural journey. The group developed an Ethical Dilemma Workshop tool kit to embed the Core Code of Ethics and to help create a space where teams can discuss how they put the principles of the Code into practice.
- In line with the Environmental Sustainability Plan a waste recycling provision has been rolled out to every Service location. Electrical charging points have been introduced at multiple locations to support the first nine electric vehicles which are now being used by support staff in our Protection and Prevention teams.
- Planning applications for a new Hereford Fire Station have been granted as well as the new Strategic Training Facility at Leominster which will be delivered during this CRMP's term.
- The combined Police and Fire Station at Redditch is built and we are operating out of the site and Broadway Fire Station is now operational after an official opening in the summer of 2024.
- To support the integration of multiple digital solutions that have been embedded within the Service, tablet technology has been provided to all operational staff to improve productivity, efficiency and the delivery of the three core strategies (Prevention, Protection, Response).



Supporting Documents

This CRMP was written based on the following supporting documents. These can be viewed on the service [website](#). It was also written with consideration for the [National](#) and [Community Risk](#) Registers.



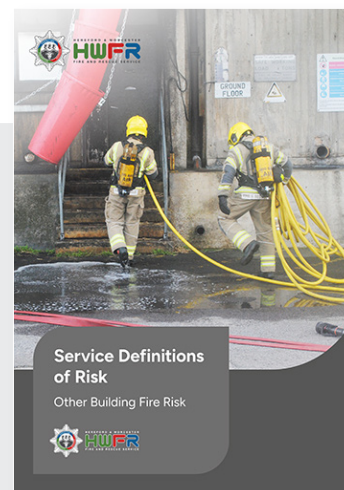
Service Definitions of Risk: Domestic Dwelling Fire

Our assessment of the likelihood and consequences of dwelling fires across Herefordshire and Worcestershire using the National Fire Chiefs Council (NFCC) risk methodology.



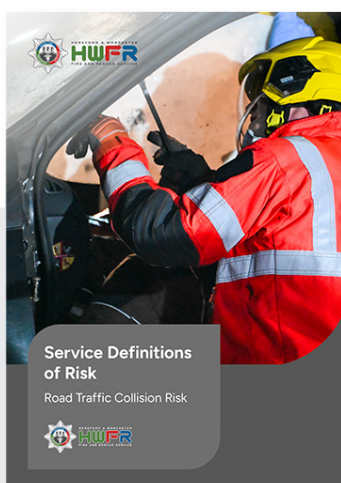
Service Definitions of Risk: Other Building Fire Risk

Our assessment of the likelihood and consequences of Other Building Fires across Herefordshire and Worcestershire using the National Fire Chiefs Council (NFCC) risk methodology.



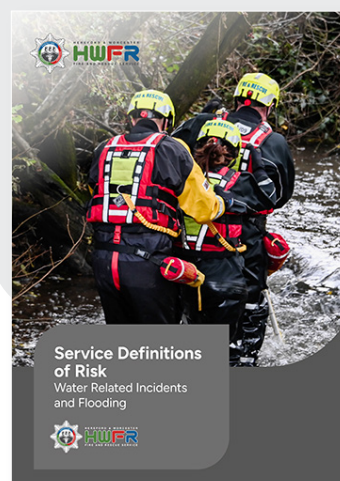
Service Definitions of Risk: Road Traffic Collision Risk

Our assessment of the likelihood and consequences of RTCs across Herefordshire and Worcestershire using the National Fire Chiefs Council (NFCC) risk methodology.

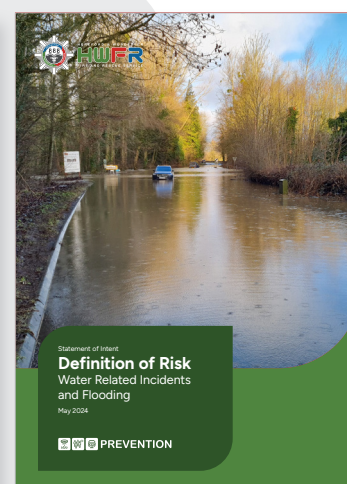
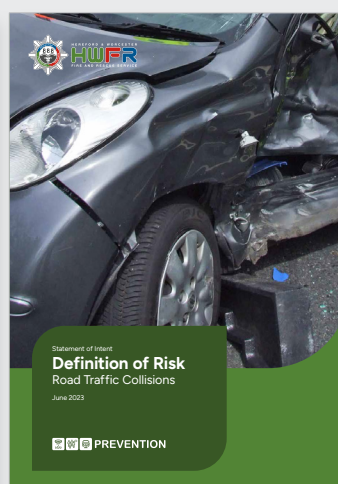
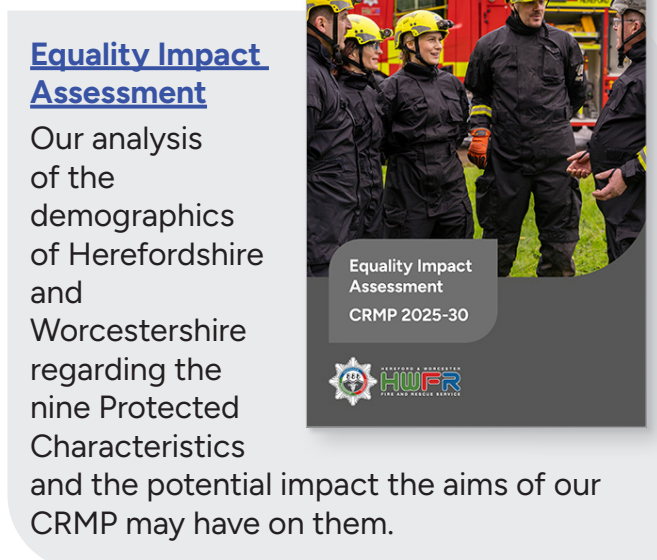
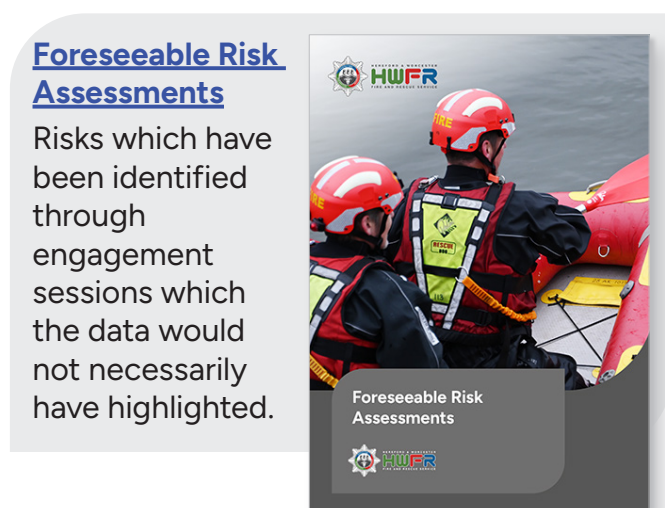
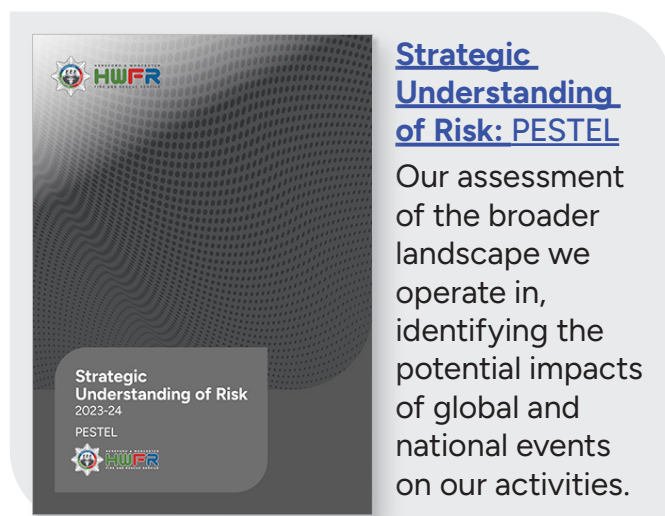


Service Definitions of Risk: Water Related Incidents and Flooding

Our assessment of the likelihood and consequences of Water Incidents across Herefordshire and Worcestershire based on the National Fire Chiefs Council (NFCC) other risk methodologies.



Supporting Documents Continued



Legislation

All FRs have duties and responsibilities that are set out in legal documents. These include:



The Fire and Rescue Services Act 2004 which explains how we:

- Respond to fires and other emergencies
- Prevent fires and other emergencies (home and community safety)
- Protect (commercial and public buildings)
- Educate and inform the public

The Civil Contingencies Act 2004 which explains how we:

- Work with other agencies to deal with emergencies

Fire Safety Order 2005 which explains how we:

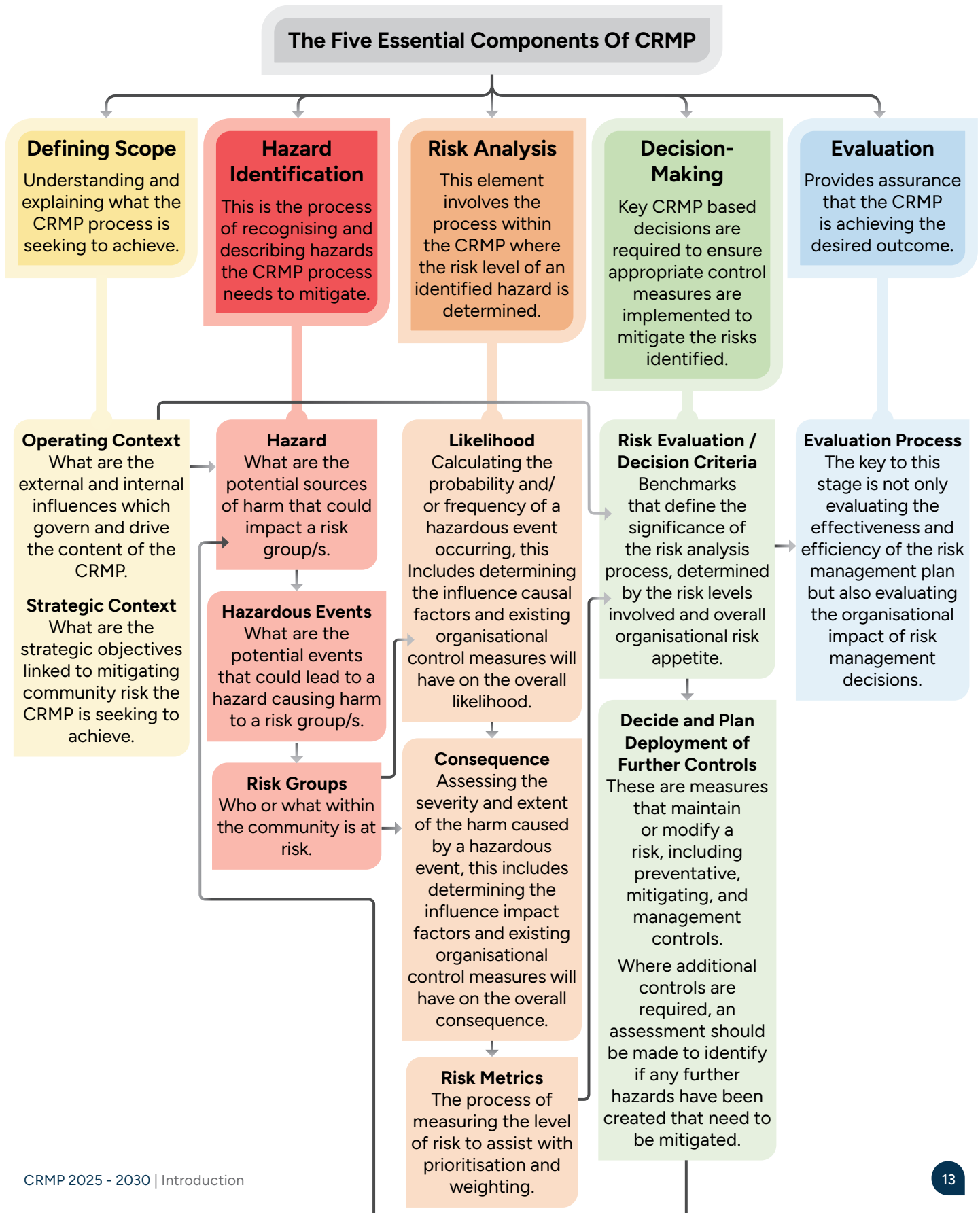
- Promote fire safety in places such as offices, factories, shops, public buildings and high-rise buildings

The National Framework 2018 which explains how we:

- Identify and assess risk in Herefordshire and Worcestershire
- Prevent fire and other emergencies and protect buildings and people
- Respond to emergency incidents
- Collaborate with other organisations
- Put in place business continuity arrangements so we can deliver our services even when faced with an emergency like the pandemic
- Provide National Resilience when major incidents happen anywhere in the country

NFCC (National Fire Chiefs Council) Framework

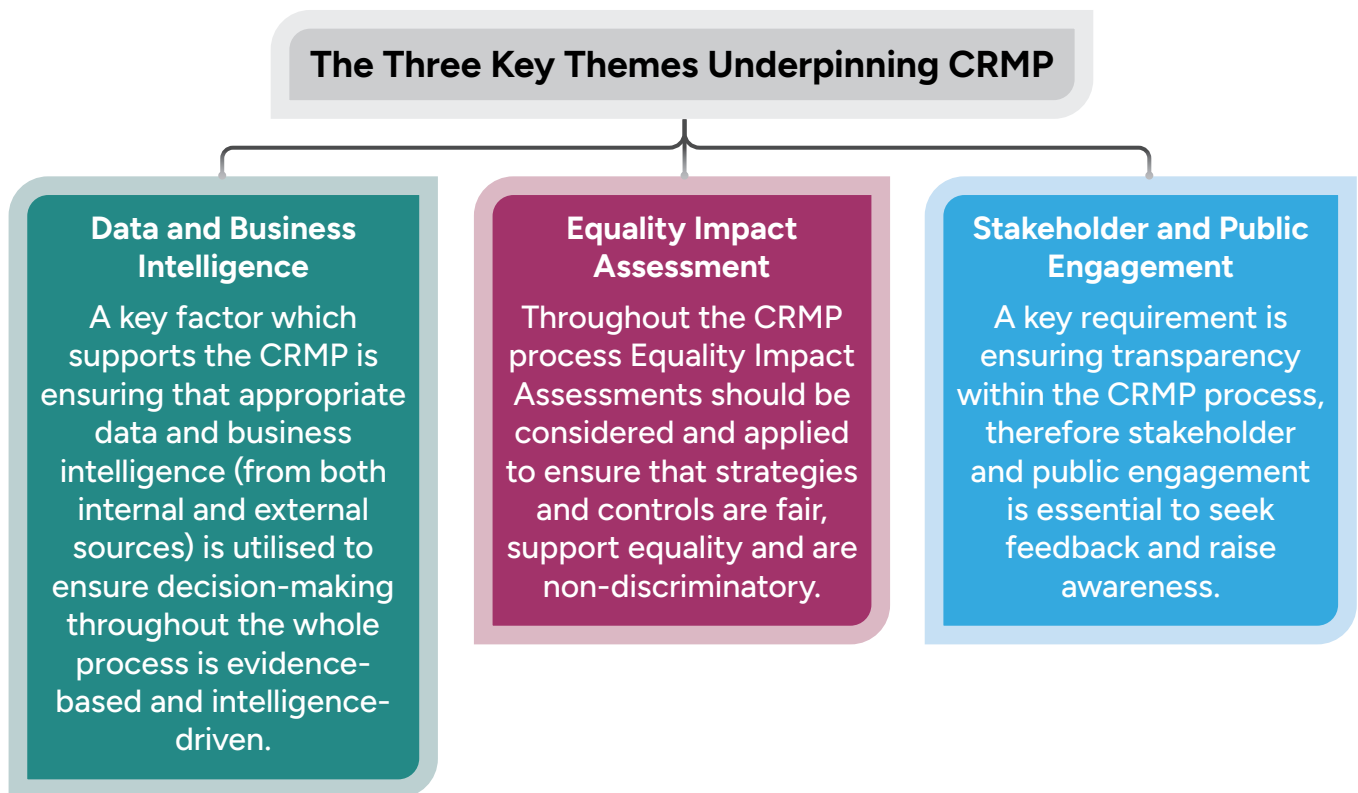
In 2023, a CRMP Strategic Framework was launched, developed by the NFCC. HWFRS made the decision to adhere to this framework as best practice and the five essential components of the process have been followed closely:



NFCC (National Fire Chiefs Council) Framework

Continued

The CRMP is also underpinned by three key themes, which support, influence and inform each component throughout the whole process. The three themes are:



Fire Standards Board

The Fire and Rescue National Framework for England requires every English FRS to produce a CRMP and the Fire

Standards Board published a national fire standard on producing a CRMP in 2021, following six key guidelines:

- 1 Current risk assessments must be used to identify risks which could affect the fire service
- 2 We must explain how we will use our resources including Prevention, Protection and Response to reduce risk and respond to emergencies
- 3 We must outline how we will enforce the law that sets out how businesses and organisations manage fire safety in their buildings
- 4 The plan must cover at least a three-year span but be reviewed and revised as often as required
- 5 We must consult effectively with our communities, workforce, their representative bodies and other partners
- 6 The plan must be easily accessible and publicly available



HWFRS has produced a gap analysis against the [Fire Standard](#) which has been continually reviewed throughout the process.



His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

HMICFRS

HWFRS is inspected independently by HMICFRS. The purpose of these inspections is to provide the public with information about how their local fire and rescue service is performing in regards to specific key areas in a way that can be comparable with other FRS across England.

Our latest inspection report was published in November 2023 and showed that HWFRS has improved in almost all assessment areas. The report can be found [here](#).



The 11 assessment areas assess efficiency, effectiveness and how well the Service looks after its people.

We have developed an improvement plan which will address the areas for improvement highlighted in the report and continue to drive improvement across the organisation.

You will see a 'golden thread' of HMICFRS criteria and the areas they relate to throughout this document.

HMICFRS – CRMP Sections	
HWFRS CRMP Section	HMICFRS Assessment Areas
Risks/Mitigation/Measure	• Understanding the risk of fire and other emergencies
Prevention	• Preventing fires and other risks
Protection	• Protecting the public through fire regulation
Response	• Responding to fire and other emergencies • Responding to major and multi-agency incidents • Making the best use of resources
Resilience	• Responding to major and multi-agency incidents
Value for Money	• Making the FRS affordable now and in the future
Valuing our Workforce	• Promoting the right values and culture • Getting the right people with the right skills • Ensuring fairness and promoting diversity

The West Mercia Local Resilience Forum (LRF)



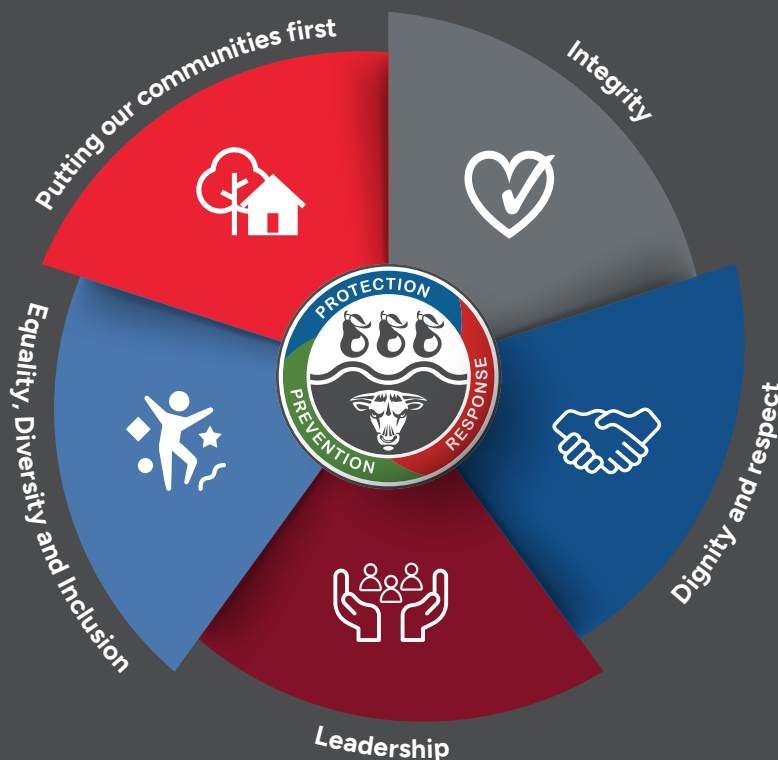
The West Mercia Local Resilience Forum (LRF) is a multi-agency partnership dedicated to safeguarding communities across Herefordshire, Shropshire, Telford & Wrekin, and Worcestershire. Established under the Civil Contingencies Act 2004, the LRF brings together representatives from local public services, including emergency services, councils, the NHS, and other essential organisations. Its primary goal is to ensure that residents, visitors, and businesses are prepared for major incidents, whether they are natural disasters, technological failures, or societal disruptions.

Hereford and Worcester Fire and Rescue Service (HWFRS) plays a crucial role in the West Mercia LRF. As a key member, HWFRS is actively involved in preparing for and responding to emergencies that could impact the communities within Herefordshire and Worcestershire.

In addition to their emergency response duties, HWFRS focuses on fire prevention and safety education which can be found in the [Community Risk Register](#). We offer fire safety advice to homes, businesses, and schools, and conduct Home Fire Safety Visits for vulnerable individuals. By working closely with other LRF partners, HWFRS helps to enhance community resilience and ensure that the best possible preparations and plans are in place for emergencies.

The LRF is responsible for conducting risk assessments and maintaining the Community Risk Register, which lists potential threats, their likelihood, and the measures in place to mitigate them. Through awareness campaigns, training exercises, and support for local resilience groups, the LRF helps communities to be better prepared for emergencies. By fostering communication and collaboration among key organisations, the LRF aims to enhance overall community safety and resilience.

Core Code of Ethics



Fire and rescue services are required to operate within a national Code of Ethics.

The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour:

Putting our communities first

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

Leadership

We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Integrity

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

Dignity and respect

Making decisions objectively based on evidence, without discrimination or bias.

Equality, diversity, and inclusion (EDI)

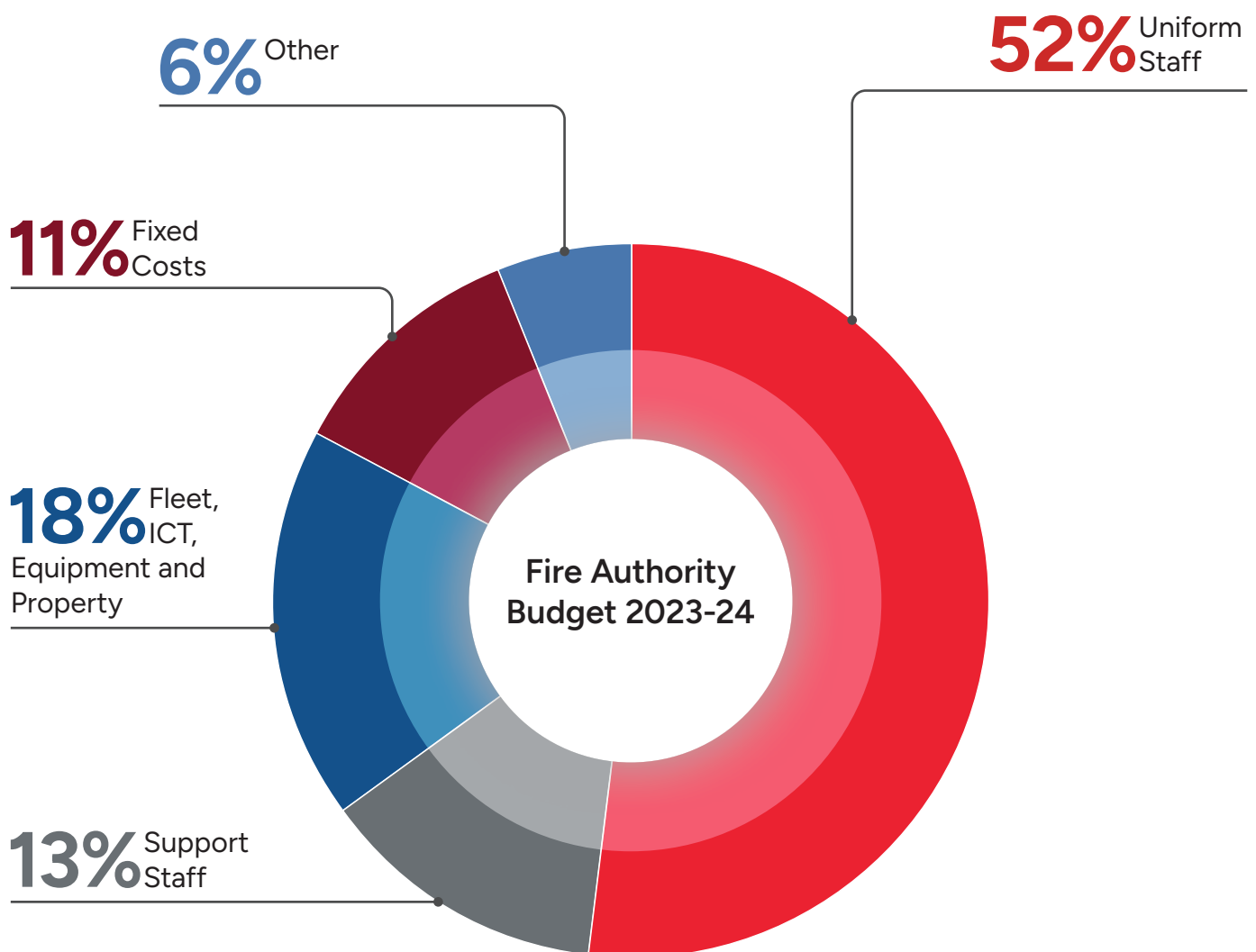
We continually recognise and promote the value of EDI both within the FRS and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

About Us

The County of Hereford & Worcester Fire Brigade was formed on 1 April 1974 and has recently celebrated its 50th anniversary. It later became Hereford & Worcester Fire and Rescue Service in September 2004 and is now run by a joint fire authority; Hereford & Worcester Fire Authority.

The service is funded by Hereford and Worcester Council Tax, Grant Funding and Business Rates. Funding fluctuates in-line with the economic climate so is reviewed annually and laid out in our medium term financial plan.

For example, the chart below shows how funding was used proportionately across the organisation, in 2023-24.



About Us Continued

Now based at Hindlip Park, its headquarters since November 2018, HWFRS has 25 fire stations operating 34 fire engines as well as other specialist vehicles. The Service employs around 700 staff, including Wholetime and On-Call Firefighters, fire control and support staff.

Each year, HWFRS attends around 7,000 incidents.



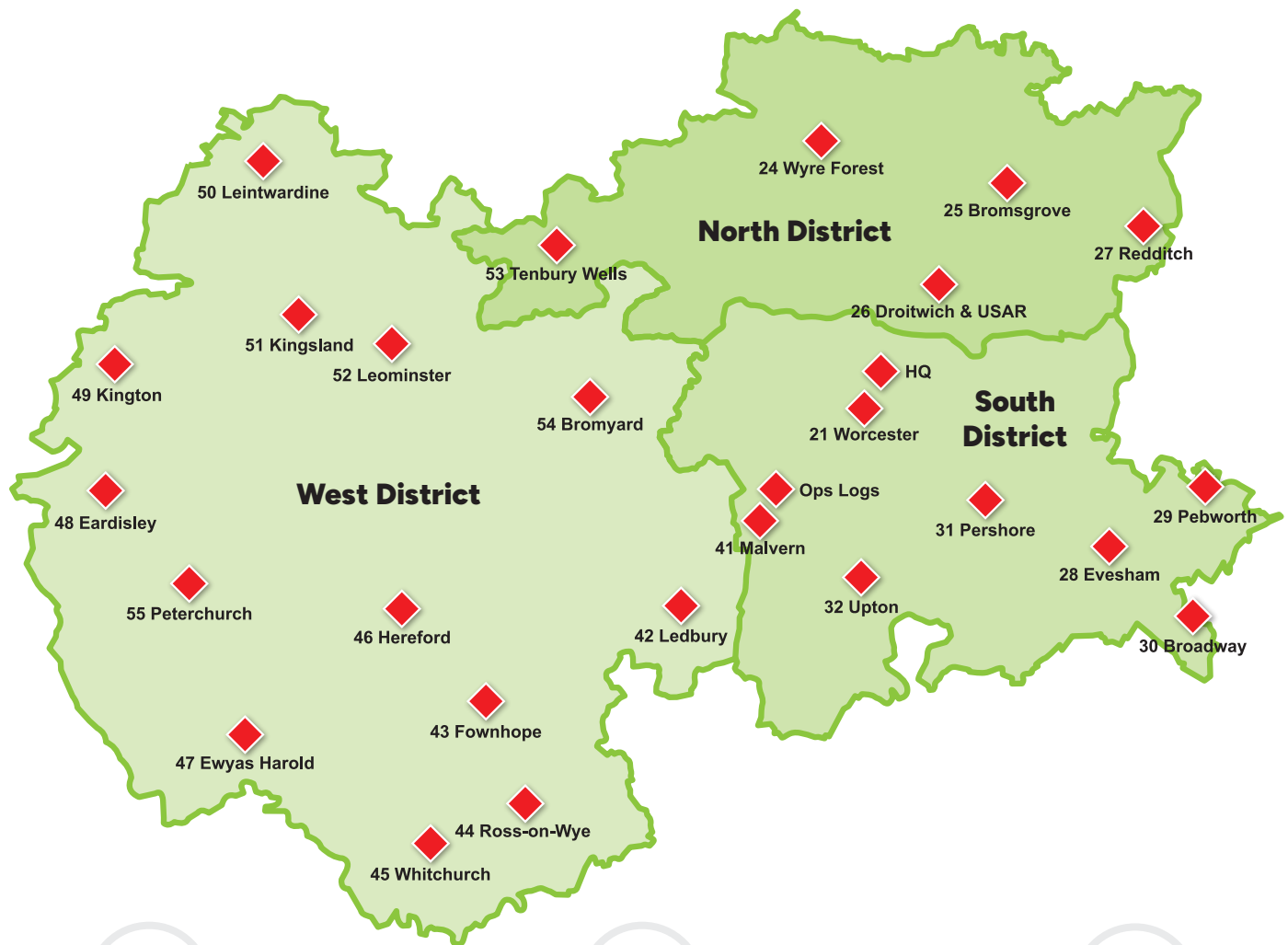
696 (764 roles)
Staff Members



25
Fire Stations



34
Fire Engines



804,075*
Population



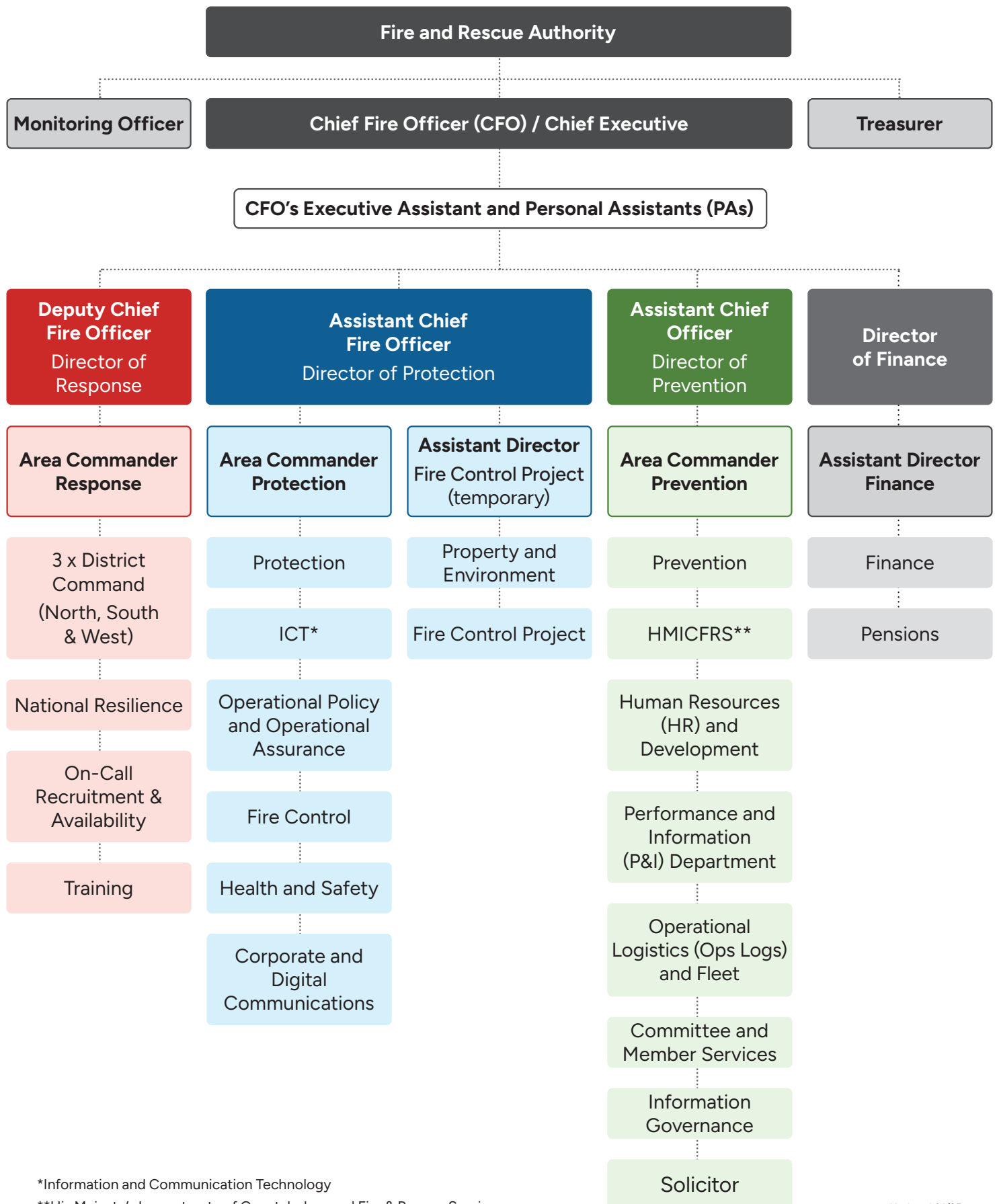
342,760*
Households



392,000
Area in Hectares

*Office for National Statistics 2024-25

Our Service Structure



*Information and Communication Technology

**His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

About Herefordshire and Worcestershire



The counties of Herefordshire and Worcestershire are in England's West Midlands region and are among some of the safest places to live in the country. Herefordshire is governed by a Unitary Authority while Worcestershire has a County Council with six districts and boroughs.

Herefordshire covers a large area of 842 square miles and is predominantly rural with the fourth lowest population density of all counties in England at just 86 people per square kilometre. Worcestershire covers a largely rural area of 672 square miles, but more than half of the population lives in Worcester and the four larger towns of Redditch, Kidderminster, Bromsgrove and Great Malvern.

The two counties have a combined population of 790,700, according to the 2021 census. Around a quarter (26%) of the population of Herefordshire are aged 65 or over with the figure in Worcestershire standing at around 23%. Both are higher than the national average for England and Wales which is 19%.

According to the 2021 Census, 89% of the population of the two counties is White British and 17% of the population has a disability.

Overall, Herefordshire and Worcestershire are good, safe places to live, with relatively low levels of poverty and deprivation. There are, however, some areas of persistent deprivation in urban areas in Hereford, Leominster and Ross-on-Wye in Herefordshire and Worcester, Redditch and Kidderminster in Worcestershire. Social deprivation has the side effects of elevated levels of poverty, social exclusion, crime and risk from fire.

On average, each year from 2014 to 2022, 5.3 billion road miles were travelled in the two counties.

This information is explored in detail in our Risk Methodologies, the findings of which inform our identification and assessment of risk which, in turn, ensure our resources are sufficient and appropriately placed.

Vulnerability in Herefordshire and Worcestershire

To provide our Response and Prevention services to best effect, it is helpful to know where vulnerable people live and work. However, vulnerable can mean different things to different people so to help us define what we mean by vulnerable, we have identified and analysed the factors that put people at an increased likelihood of requiring an intervention or response from the Service, whether it is fire, flood, road accident or other emergency.

We have written Prevention Statements of Intent in line with the NFCC Risk Methodologies to ensure a comprehensive understanding of those most at risk:



- › [Statement of Intent for Accidental Dwelling Fire](#)
- › [Statement of Intent for Road Traffic Collisions](#)
- › [Statement of Intent for Water Related Incidents and Flooding](#)

HWFRS provides fire safety advice to everyone, but we want to target those most likely to become a victim or who will have the most difficulty in escaping during an emergency. HWFRS offer a raft of services to engage with our communities. For example, a Home Fire Safety Visit (HFSV) is carried out for the more vulnerable such as the elderly, people living alone and those with reduced mobility. Working together with our partners, we identify those most vulnerable within the communities helping to provide a signposting service aimed at improving the lives of vulnerable or disadvantaged people. For more information on the risks facing local residents and how to be best prepared, we urge members of our communities to visit [The Community Risk Register](#).



Demand

Incident type analysis.

Herefordshire and Worcestershire are among some of the safest counties in England in which to live. While HWFRS is very productive given our relative size, the overall call volume compared with other Fire Services nationally is lower. It is important to analyse the frequency of incident types HWFRS attends and the impact to those involved as this tells us the 'Demand' for our services. By doing so, HWFRS can ensure we have the right resources in the right locations to best serve our communities and mitigate

the risks they face. A detailed analysis of the Service's Command and Control system was conducted and the findings recorded in our ['Demand' document](#).

By analysing the **Likelihood** of an incident occurring and the **Consequence** of the incident on the individuals involved, it can be seen that no incidents across Herefordshire and Worcestershire are classified as Higher Risk. In fact, almost 90% are in the Low Risk category demonstrating the low-risk nature of the two counties.

Demand for HWFRS The time frame was the last 5 years:

Risk Category	Score	Number of incident types	Number of occurrences	Contribution to the total (%)
Higher	21-25	0	0	0.00
Medium high	16-20	4	1,234	3.22
Medium	11-15	7	2,260	5.89
Medium low	6-10	17	366	0.95
Low	1-5	37	34,508	89.94
		65	38,368	100.00%

Consultation and Engagement

When planning a CRMP, or any major changes, we engage with groups of people who live in all areas of the counties of Herefordshire and Worcestershire to ask them what they think of our ideas and if we are using our resources, including our people, in a fair and cost-effective way. We discuss our ideas with our staff, their representatives and with partner organisations too. During the life of this CRMP we will engage with the public and other stakeholders to discuss how we are delivering the plan and what impact the proposals are having. When we first started thinking about this plan, we asked the public of Herefordshire and Worcestershire and our staff, through a series of open forum talks, what they thought about the ideas, and these opinions were factored into the decision-making throughout this document.

We have continued to engage with staff, members of the public and stakeholders during the formulation of this document through a series of engagement sessions and questionnaires.

Of note was that, in relation to our statutory duties, all three groups selected the same three activities to prioritise:

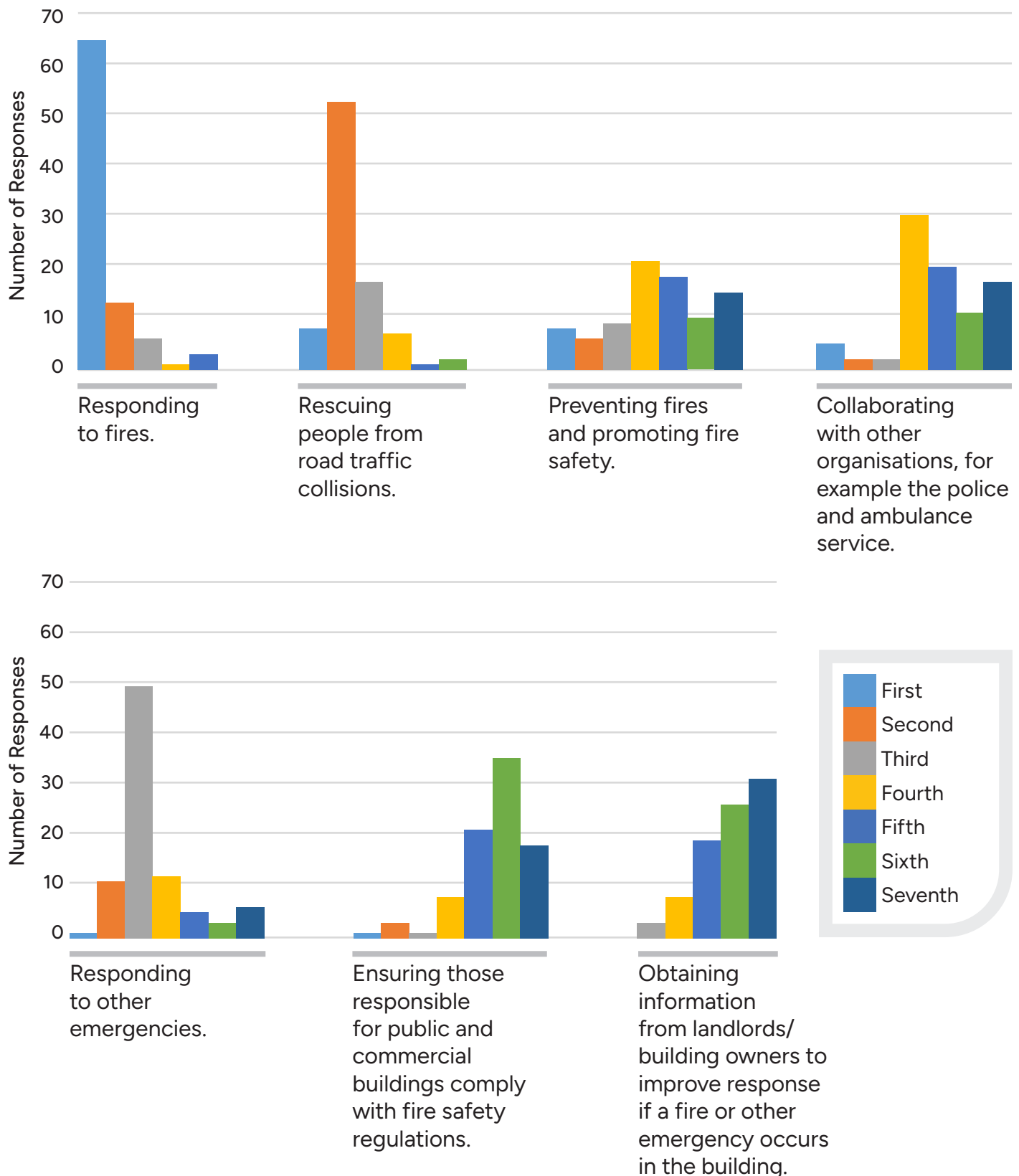
- 1 Responding to fires
- 2 Road Traffic Collisions (RTCs)
- 3 Other Emergencies



Consultation and Engagement Continued

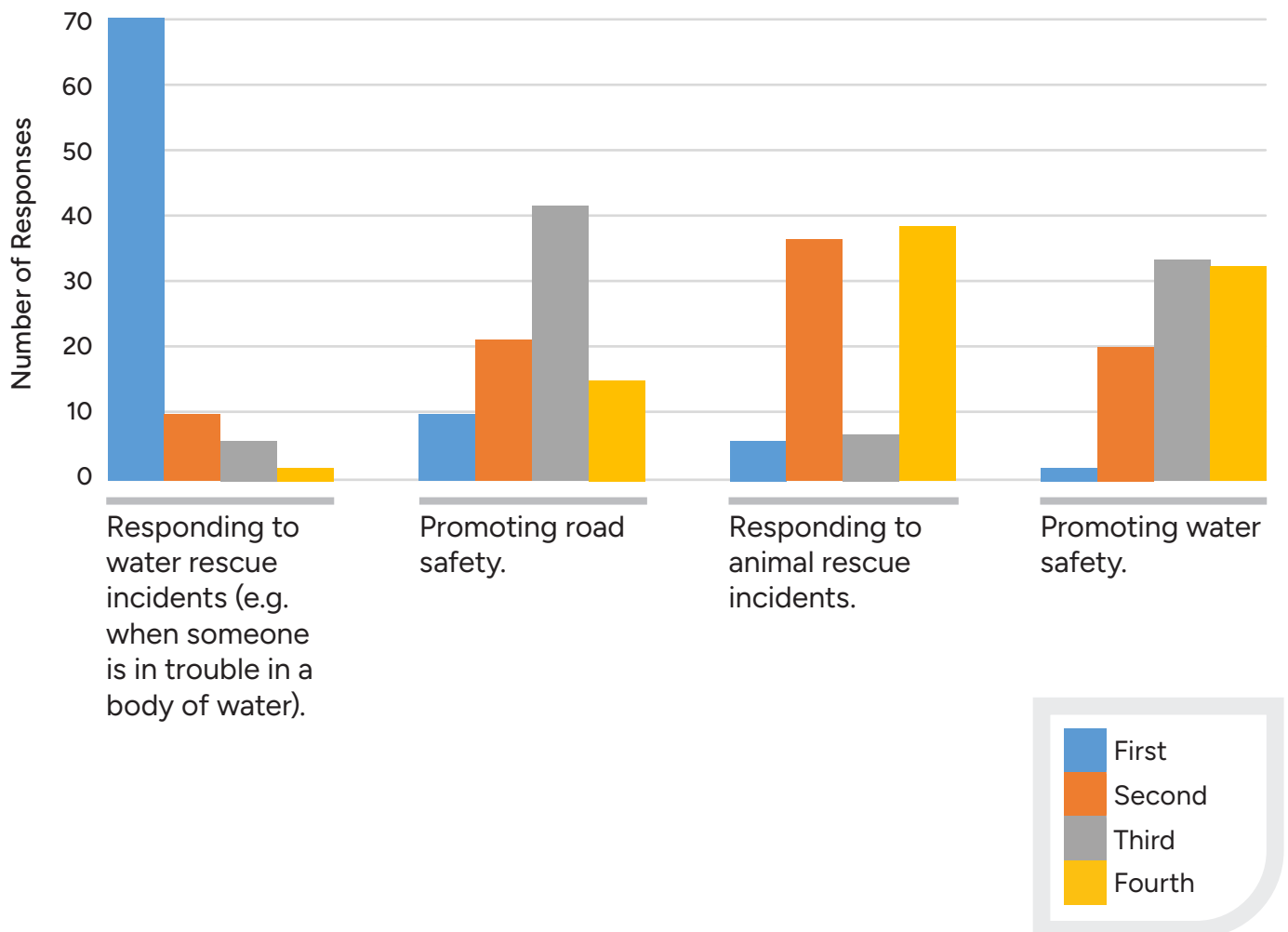
Engagement Questionnaire

Which of the following activities do you think are the most important for HWFRS to prioritise? The following charts shows how each activity was ranked.



Consultation and Engagement Continued

HWFRS also carries out a number of non-statutory activities. Which of the following activities do you think are the most important for HWFRS to prioritise?



Consultation and Engagement Continued

Furthermore, in relation to our non-statutory duties, all three groups (public, stakeholder and staff) stated water rescues as the top priority.

This mirrors our data analysis when undertaking our risk methodologies* and provides assurance that not only do we have the appropriate resources, but that HWFRS are prioritising them in the right areas. In addition, it is through this engagement that

issues like light industry and agricultural risks were highlighted which helped inform the Foreseeable Risks section of this CRMP.

*Service Definition of Risk Reports:

- [Domestic Dwelling Fire](#)
- [Other Building Fire Risk](#)
- [Road Traffic Collision Risk](#)
- [Water Related Incidents and Flooding](#)

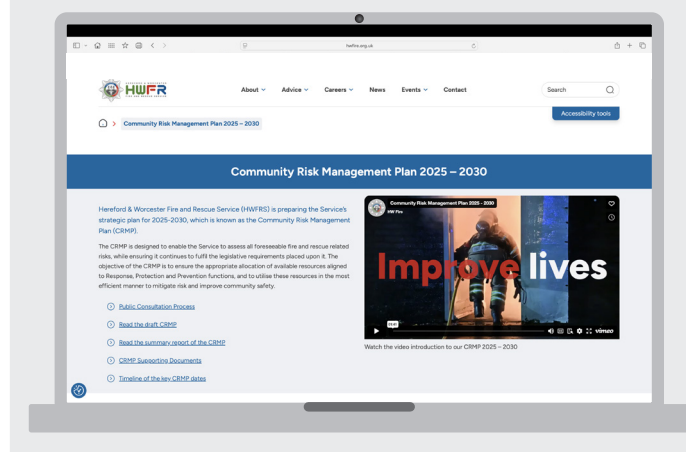


To gather the views of local residents, staff, and other stakeholders a formal public consultation was undertaken between 13 January and 7 April 2025.

Opinion Research Services (ORS) was commissioned by HWFRS, under the governance of the Fire Authority (FRA), to offer independent advice on the design and conduct of the consultation programme, undertake a programme of key consultation activities, and report respondents' views, gathered through an open consultation questionnaire, and two in-person focus groups with seldom heard residents (one with residents in very rural areas; and one with people with learning disabilities).

The consultation sought views on the key areas of our strategies of Prevention, Protection and Response and the full report can be found [here](#).

All feedback was listened to and carefully considered and amendments included in this final version.





Stage 1

Identifying and
Assessing Risk

HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Defining the Scope of the CRMP process: PESTEL Analysis

HMICFRS criteria: Understanding the risk of fires and other emergencies.

Risks/Mitigation/Measure: The 2023 HMICFRS inspection report states that the Service is effective at identifying risk in the community and that we use the outcomes of operational activity effectively to build an understanding of risk. The report also states that we have effective strategies that underpin the CRMP.

Defining the scope of this CRMP has involved developing a detailed profile of the Herefordshire and Worcestershire community and maintaining a thorough understanding of factors that can influence it. Alongside the community profile, it is also important to consider other key external and internal factors that may shape or influence the CRMP process such as key elements from the [National](#) and [Community Risk](#) Registers. This has provided the overall context in which HWFRS operates and helped to establish the strategic objectives linked to community risk management.

Identifying the operating context

Many factors influence and shape how HWFRS operates, from government policy and legislative requirements to societal

change, community demographics and existing and emerging risks such as the post-pandemic landscape and the continuing impacts of changing climate. To provide a structure for assessing and understanding the factors that may influence the operating context, a PESTEL analysis has been used.

PESTEL is an acronym that stands for **P**olitical, **E**conomic, **S**ocial, **T**echnological, **E**nvironmental and **L**egal.

We call this our [Strategic Understanding of Risk](#).



Read our 2024

[Strategic Understanding of Risk: PESTEL](#)



Identification of Risk

Risk Analysis is the element of the CRMP process where the risk level of an identified hazard or hazardous event is determined.

The sources and causes of the hazardous events generated during hazard identification are considered, together with their consequences, and the likelihood of those consequences occurring. For community risk management in the FRS, the NFCC proposed that risk is defined as:

A combination of the likelihood and consequences of hazardous events

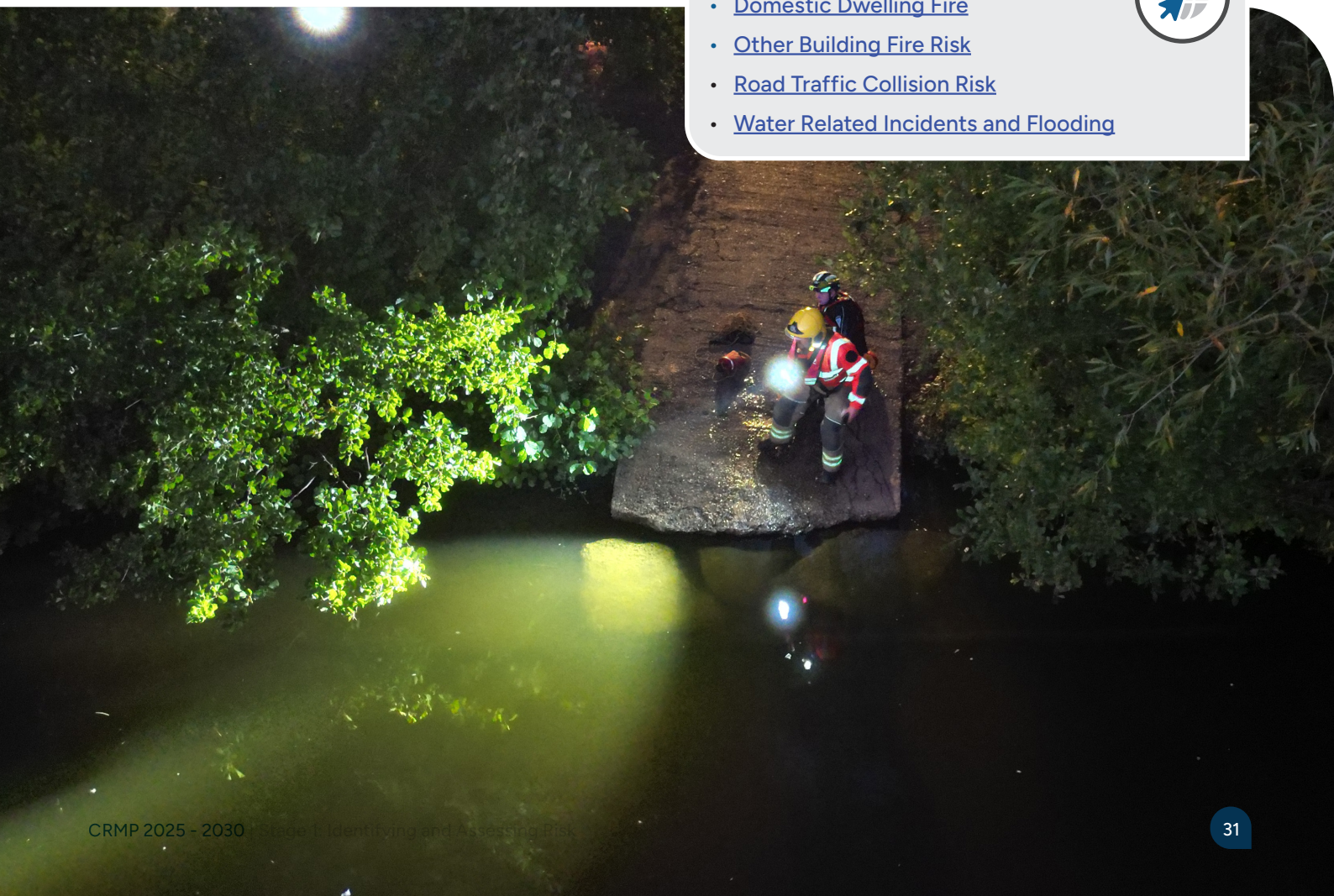
The National Fire Chiefs Council (NFCC) in collaboration with Operational Research in Health (ORH) has produced three standard methodologies which assess the likelihood, consequence and risk of **Dwelling fires, Other Building Fires and RTCs** as part of Phase 2 of NFCC's Definition of Risk (DoR) project.

The overall objective as defined by NFCC is 'to deliver evidence-based and consistent methodologies for determining 'level of risk' that also provides a national benchmarking capability'. NFCC and ORH worked collaboratively to complete this report, taking a data-driven approach to researching the likelihood and consequence of these types of incidents along with the influencing factors that underpin the risk. HWFRS has adopted and adapted these methodologies* to assess the risks posed by these types of incidents across Herefordshire and Worcestershire.

At the time of writing this CRMP, there is currently no national methodology for **Water incidents**. Recognising the existing and emergent nature of these types of incidents, HWFRS has produced our own*, based on the NFCC processes.

*Service Definition of Risk Reports:

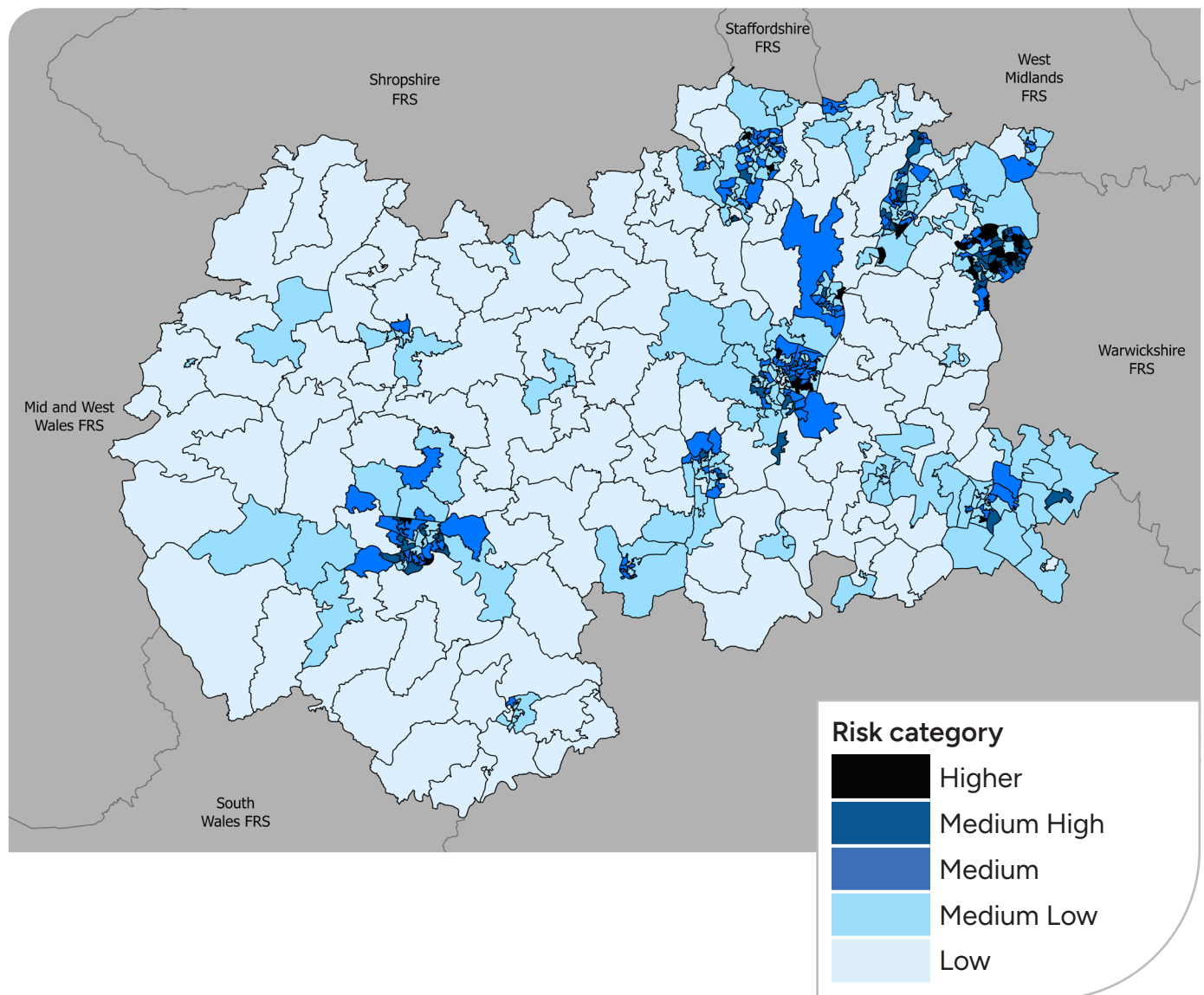
- [Domestic Dwelling Fire](#)
- [Other Building Fire Risk](#)
- [Road Traffic Collision Risk](#)
- [Water Related Incidents and Flooding](#)



Identification of Risk Continued

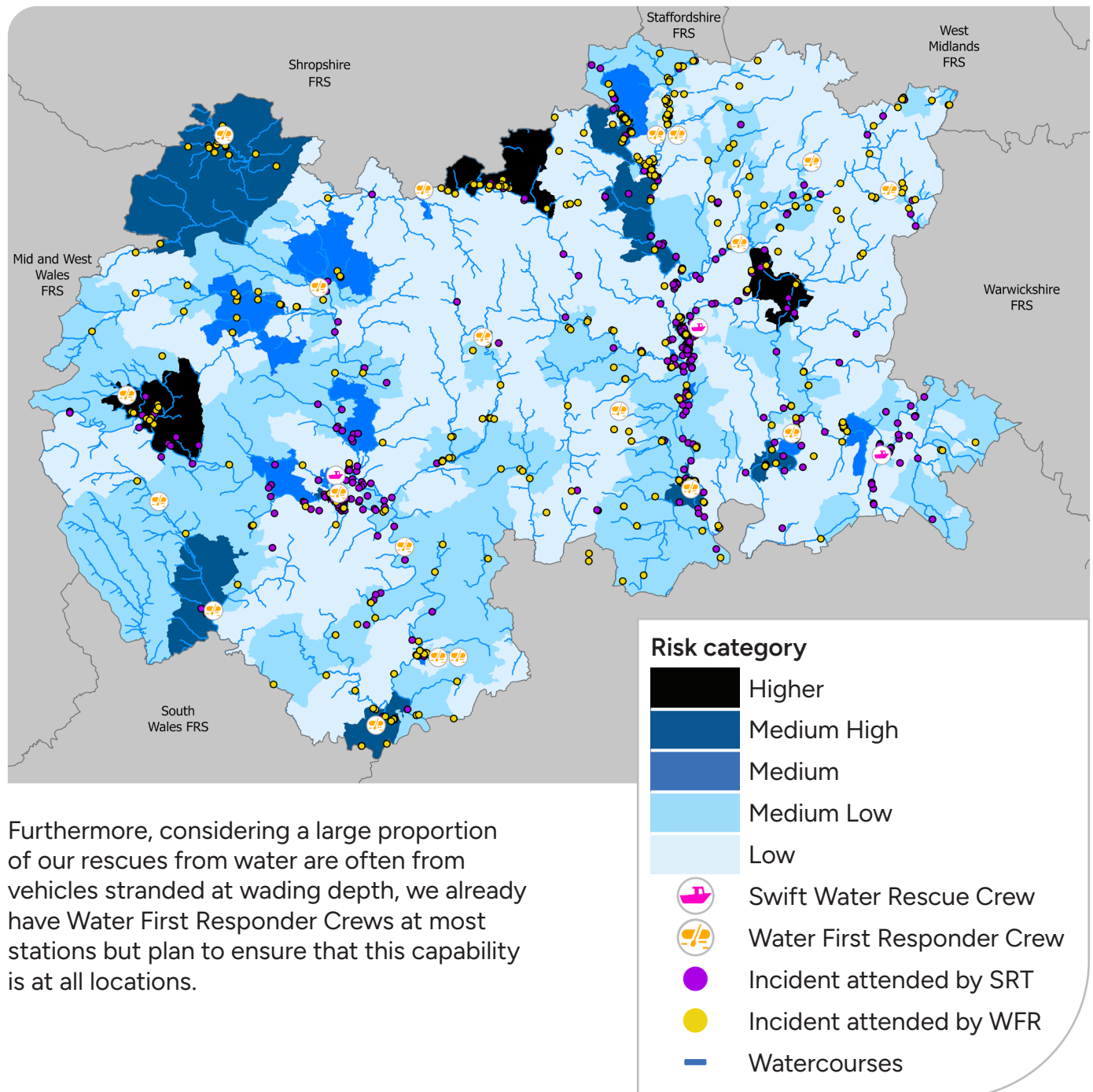
Using these methodologies, we have been able to analyse how we 'Resource to Risk'; that is to say, do we have the right resources in the right locations to mitigate the risks identified. We are pleased to say that, overall, our assets are well placed. For example, the areas of higher risk regarding dwelling and building

fires occurring are confined to the urban areas. It can be seen from the map below that Hereford, Worcester, Bromsgrove, Wyre Forest and Redditch have a higher risk of dwelling fires, and this is where our Wholetime stations are located.



Identification of Risk Continued

Similarly, looking at the distribution of water incidents, our three boats located at Hereford, Worcester and Evesham can cover the main rivers near urban areas in the most efficient way possible.

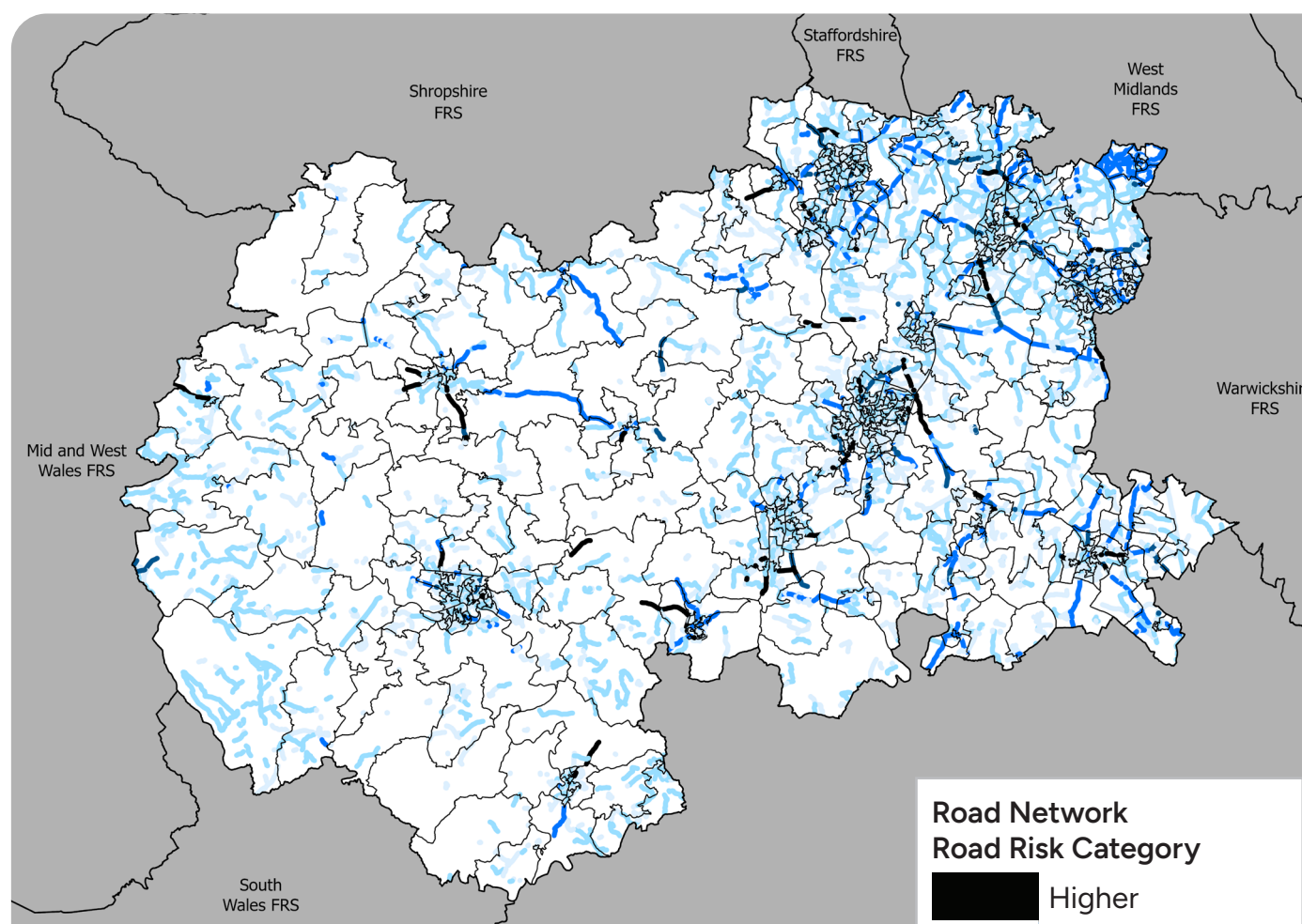


Furthermore, considering a large proportion of our rescues from water are often from vehicles stranded at wading depth, we already have Water First Responder Crews at most stations but plan to ensure that this capability is at all locations.

Identification of Risk Continued

The RTC methodology continues to reflect the relatively low-risk nature of our two counties. In total there are 4747 miles of road across the two counties, 644 of these are classified as major roads and the remaining 4103 are classified as minor. Overall, 31,817 sections of road within Herefordshire and Worcestershire were examined and out of these only 4% were identified as either of a Medium-high or High-risk of an RTC. Conversely, more than 88% of these sections of roads examined were classified as either medium-low or low-risk,

with the remaining percent being medium risk. Contrary to popular perception, motorways are not categorised as high risk with the majority of the higher-risk roads being located in the built environment, not the rural areas. The most prevalent category is B Roads with a single carriageway and a speed limit of 60, in the urban towns, accounting for 32.90% of the high-risk roads. Again, our Wholetime fire stations are well located to resource to risk in the most efficient way possible.



Our Prevention department continues to work collaboratively with West Mercia Police to help target those groups of people who are most at risk of being involved in a RTC. Initiatives like [‘Your Impact’](#) and road safety campaigns continue to make the roads across Herefordshire and Worcestershire safer places to drive.

Foreseeable Risk Analysis

Under the Fire and Rescue National Framework for England, HWFRS has a statutory obligation to 'identify and assess the full range of foreseeable fire-and-rescue-related risks their areas face'. In accordance with the FSB, this CRMP has used a robust risk-analysis process to identify and assess the potential risks across Herefordshire and Worcestershire. In addition, through extensive engagement with fire service professionals, community leaders and stakeholders across various sectors it also analyses **foreseeable risks** which the data does not necessarily highlight.

By studying the broader landscape in which we operate, HWFRS can assure itself that it is not only aware of, but well prepared to deal with incidents which may not happen frequently but could have serious implications if they do.



Foreseeable Risk Analysis Continued

New Housing Development to Expansion of Housing Stock

The 2021 Census recorded approximately 342,700 households across Herefordshire and Worcestershire (82,800 and 259,900, respectively).

Herefordshire covers a large area of 842 square miles and some 95% of the county is classified as rural. It has the fourth lowest population density of all counties in England, with just 86 people per square kilometre.

Worcestershire covers an area of 672 square miles with 85% of the county being classified as rural, though almost three-quarters of its residents live in urban areas.

Housing development can have an influence on population growth. While building development plans across the two counties occur over different time periods and often over decades, currently there are local and national proposals to significantly increase the provision of new housing across both counties.

Labour's proposed reforms to planning regulations could lead to a significant rise in housebuilding targets across Herefordshire and Worcestershire. Under these new plans, local councils would be required to approve the construction of 5,337 new homes annually, a marked increase from the previous target of 2,706 homes. Current plans and main development locations plus proposed development plans under the new government are detailed in our [Strategic Understanding of Risk document](#).

Town Expansion Sites

Alongside the housing development, there will be an associated increase in local infrastructure, roads and employment sites.

With more people, more buildings and more miles of roads, it is possible there may be more risks requiring HWFRS intervention through its range of Prevention, Protection and Response activity. HWFRS will continue to work with local authority partners to ensure the potential implications for the Service are understood and addressed as far as possible in the plans. For example, HWFRS is an advocate of the installation of sprinklers in new housing developments. Unfortunately, the current housing stock across the two counties has a very low proportion of sprinklered properties. Sprinklers are proven to save lives and property, reduce economic loss, reduce damage to the environment and increase Firefighter safety. They provide protection from fire damage and, most importantly, they give people a greater chance of getting out if there is a fire. It is proven that sprinkler installation is 99% effective at suppressing fires.

It is important to note that new housing developments do not automatically mean an increase in dwelling fires. Over the last five years there have been 12770 new houses built across Herefordshire and Worcestershire; however, we continue to see a downward trend in the number of dwelling fires we attend. This can be attributed, in part, to our Prevention work and also that new houses are built to far greater fire safety specifications and the contents of the buildings are often made from fire retardant materials.

So, whilst HWFRS is aware of the housing development plans across the two counties, we are not predicting a steep rise in Response activity. That being said, there is opportunity to increase Fire Safety and Prevention activity as we continue to engage with our communities and target those most in need of our help.

Foreseeable Risk Analysis Continued

Agricultural

Herefordshire and Worcestershire have a proud agricultural history and contributed to the largest crop output within the West Midlands in 2022, totalling £696 million.

Due to changes in farming practices and the wider implications of supply-chain and production issues, fluctuating costs can mean farming can present new risks such as the stockpiling of bulk ammonium-nitrate fertilisers or moving the business into waste recycling or light-industrial units. It would be realistic to expect these types of changes to increase as global events continue to impact the economy and rural communities begin to diversify.

Statutorily, FRS are notified about sites storing 150 tonnes or more of ammonium nitrate or mixtures containing ammonium nitrate. These sites are referred to as NAMOS (Notification and Marking of Sites) and are regularly inspected by the Service, at least once every five years. Our Service

Worcestershire covers 672 square miles and 85% of the county is classified as rural.



Herefordshire covers a large area of 842 square miles and some 95% of the county is classified as rural. There are almost 3,000 registered holdings in Herefordshire alone.

has a record of 141 NAMOS sites across our communities. This intelligence helps us to prepare for and mitigate any potential risks at these sites. Furthermore, we have a cadre of specialist Hazardous Materials Advisors

(HMAs) across the Service and a robust training programme for agricultural fires which follows National Operational Guidance (NOG). We are aware, however, that not all agricultural risk sites are known to us so we will continue to invest in our Intelligence Programme and work closely with our local communities to continually improve our understanding of the potential hazards.



Foreseeable Risk Analysis Continued

Light Industry

In recent years Herefordshire and Worcestershire have seen a shift away from heavy industry to businesses like Advanced Manufacturing, Agri-Tech, Professional Services, Cyber and IT. Data records show 23% of commercial premises are now classified as light industry.

While higher-risk industries still exist, they are well known to us and resourced accordingly.

During the five-year reporting period, HWFRS attended **1,543 incidents at light-industrial sites**. Fortunately, the **vast majority of these were false alarms** and, while there have been no fatalities, there have been **31 injuries** (around six per year), 19 of which required hospital treatment.

To help mitigate this increasing risk moving forward, HWFRS has invested in our Protection department using Government grant-funding, expanding fire-safety qualifications to our operational staff as



23% of commercial premises are now classified as light industry.

well as our specialist Fire Safety Officers. Crews are now qualified to carry out Business Fire Safety Checks, engaging with local business-owners to increase their fire safety and our crews' intelligence of the risks posed.

To further safeguard against these emerging risks, HWFRS intends to review and develop more in our Intelligence Programme during the five-year period of this CRMP. Our Intelligence

Programme is how our Firefighters get to learn and understand about the premises, businesses and processes that operate in our counties and allows them to plan and prepare for emergencies at these and similar sites.



Foreseeable Risk Analysis Continued

Changing Climate

The most pressing environmental challenge for all FRS is changing climate and its impact on the natural and built environment within the community and is identified in both the the [National](#) and [Community Risk](#) registers. The impacts for the UK, although less than for some other parts of the world, will still be significant. There will be an increase in heatwave days and a longer heatwave season, resulting in greater risk of wildfires. There will also be periods of heavier rainfall increasing the likelihood of widespread flooding.

Also, how society is responding to changing climate is impacting on the types and locations of fires and other emergencies that we are attending. For example, involving the recycling industries that has resulted in larger, more challenging fires in recent years.

Such events will have a significant impact on our Service. Therefore, it is important that we ensure our operational response capabilities keep pace with this area of change and we have a long-term environmental sustainability plan for the Service's carbon footprint, water usage and waste, so we can set an important example by reducing our own impact on the environment.

However, we can only mitigate the risks and make an impact on our communities with the resources we have available and over the next five years this is likely to become challenging against a backdrop of reduced funding. We have already undergone reduction in national funding against rising costs in 2025/26 with a circa £1m budget cut which has been achieved without reducing front line resourcing, however the future funding settlements to 2029 appear to show further significant reductions which will most likely lead to less frontline staff and reduction in our ability to mitigate the risk we face.



Foreseeable Risk Analysis Continued



Wildfire

Projections from the Met Office show that a likely 2°C increase in global temperatures will double the days in the UK with very high risk of fire and extend the wildfire season into late summer and autumn. Other research supports these projections, suggesting that the number of wildfire danger days could increase three to four-fold by the 2080s.

The UK definition of a wildfire is: 'any uncontrolled vegetation fire that requires a decision, or action, regarding suppression'. Additionally, the NFCC has agreed that for reporting purposes a wildfire will also meet one or more of the following criteria:

- ✓ Involves a geographical area of at least one hectare (10,000 square metres).
- ✓ Has a sustained flame length of more than 1.5 metres.
- ✓ Requires a committed resource of at least four FRS appliances/resources.
- ✓ Requires resources to be committed for at least six hours.
- ✓ Presents a serious threat to life, environment, property and infrastructure.

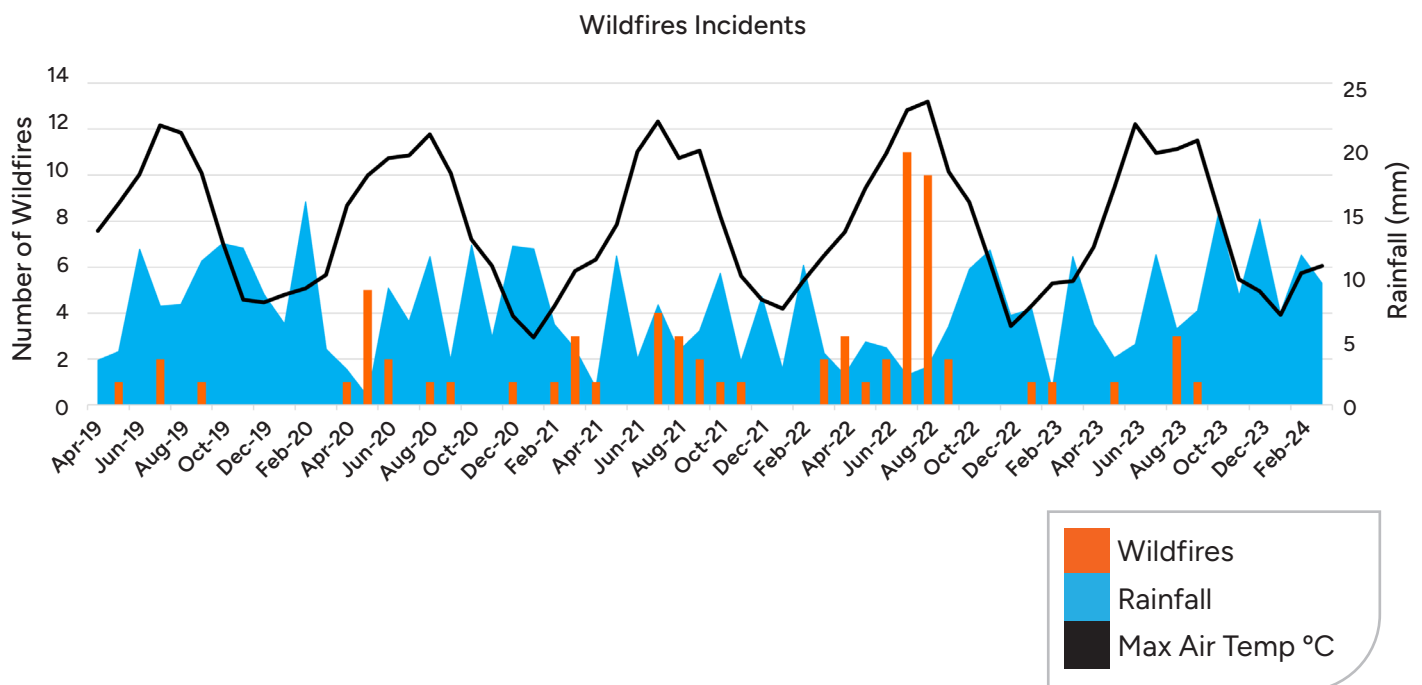
Although it is clear wildfires are on the increase, by this definition HWFRS has only dealt with a handful of actual wildfires annually over the past five years. However, this is with the exception of 2022 when a new temperature record of 40.3°C was set. This summer period brought challenges for FRS across the UK and acted as a warning of what might be to come.

The relatively low annual figures for Herefordshire and Worcestershire are mainly due to having an intensively farmed landscape which has a limited time frame, around harvest time, when it is most susceptible to being involved in wildfire, rather than wild woodland or moorland rural areas. However, during the hotter summers we have experienced, we have seen a dramatic increase in outdoor fires that thankfully have been relatively well contained and dealt with before they became 'wildfires'.

Foreseeable Risk Analysis Continued

We expect this trend to continue due to the increasing drier or hotter months of the year, which can also occur in spring and autumn as well as the traditional summer period. We are, therefore, by no means complacent and our steps for preparedness include three national wildfire Tactical Advisors (TacAds), National Operating Guidance (NOG) training and specialist wildfire plans such as the Malvern Hills Tactical Plan. We have also focussed a Prevention campaign around those

properties at the 'Rural-Urban Interface' (RUI) where buildings are adjacent to woodland or standing crops. HWFRS has also upgraded its 4x4 vehicle response to include additional 1200 litre capacity water bowzers, specialist wildfire hose, portable wildland fire pumps and additional land clearing equipment. HWFRS is also an active member of the West Mercia Wildfire Partnership, a multi-agency group that works to address wildfire issues within the West Mercia area.



Foreseeable Risk Analysis Continued

Flooding

While there is a public perception that fire and rescue services (FRSs) are responsible for responding to flooding events, there is no statutory duty placed on FRSs in England to do so. However, HWFRS has previously consulted on this in CRMPs with our community, who overwhelmingly wanted us to provide those services. HWFRS attends a large number of flooding incidents, relative to other FRSs across England, with our West Mercia Local Resilience Forum colleagues, and we expect this number to increase.

Flooding response requires a large amount of training and investment to maintain response capacity and capability, but HWFRS has prioritised its water assets in response to the recognition of the increasing risk and results from public surveys. The nature of emergencies during flooding can be varied but we have seen a decrease in dealing with flooded properties (mainly as owners become more resilient and prepare for flooding) and an increase in vehicles being stranded in flood

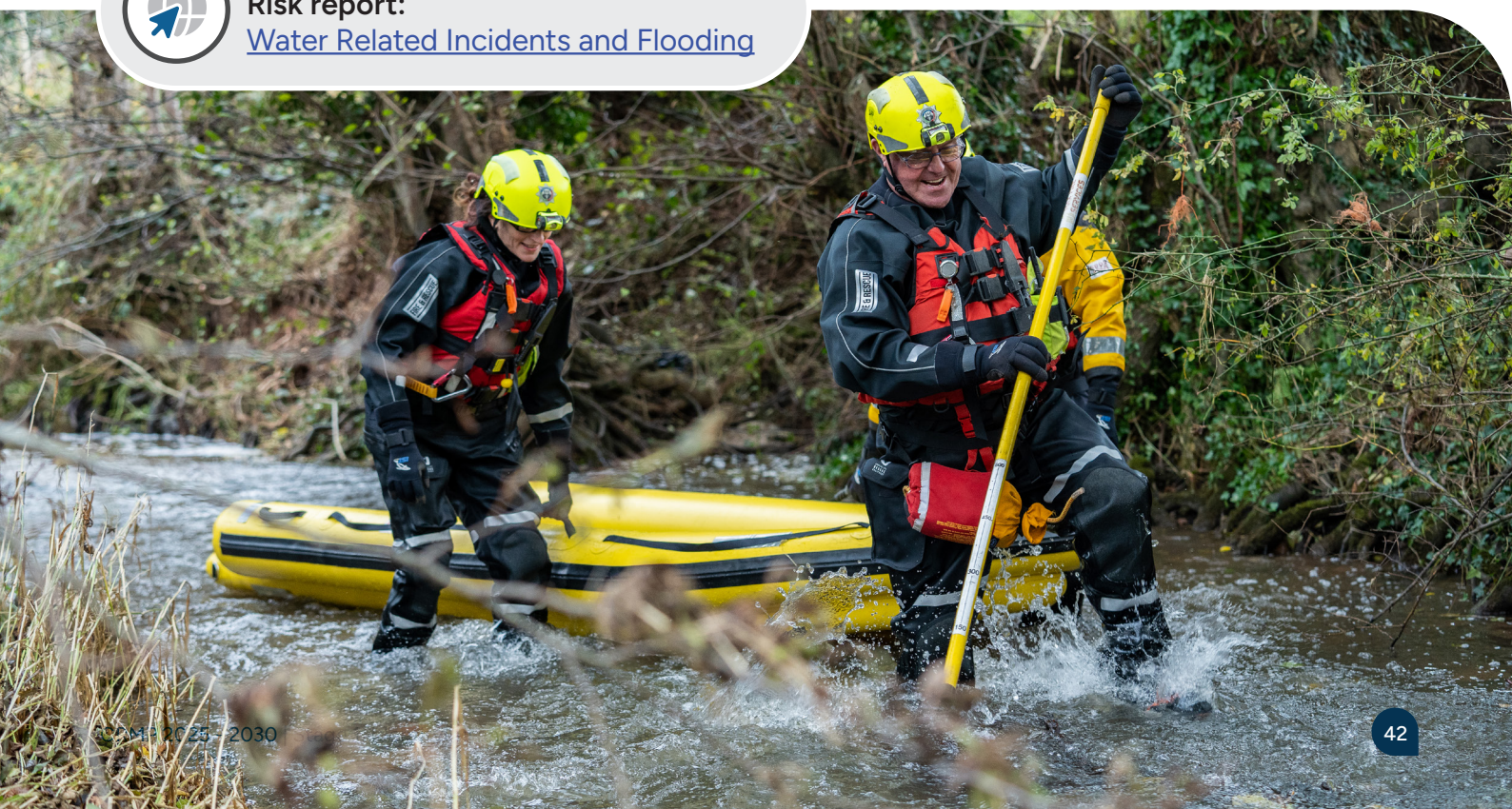
water on our roads. As such, by the time this CRMP is published, all HWFRS stations will be trained as Water First Responders to provide the fastest response possible across our two counties.

Extreme Weather

More extreme weather conditions such as storms and high winds are increasingly likely, with the potential for damage to structures, roadways and properties and disruption to infrastructure such as power lines. As with other extreme weather such as low temperatures and periods of heavy snowfall, rural communities are likely to be affected for the more urban areas. FRS have an important role to ensure the risks these hazards present are minimised and mitigated as far as possible, and we can respond to offer assistance to, or rescue, those in need when these events happen. Through our work with the West Mercia Local Resilience Forum and the safety campaigns carried out by the Service, we will also continue to ensure that local communities are made aware of potential risks and are prepared to act in an emergency.



Read our Service Definitions of Risk report:
[Water Related Incidents and Flooding](#)



Foreseeable Risk Analysis Continued

Waste fires (recycling)

Waste fires are increasing nationally and have been identified as an emerging risk. There were **1,200 fires in the waste system across the UK in 2022-23**, compared with 700 in the previous year. This has been attributed largely to the disposal of **Lithium-ion batteries which account for 48% of waste fires**. However, this is not the sole cause of the issue or of how the risk manifests itself to the Fire Service.

Lithium-ion Batteries

Lithium-ion batteries are hidden inside many everyday household electrical items, from laptops, mobile phones and tablets to electric toothbrushes, vapes and ear pods. These batteries can become crushed or damaged in bin lorries or waste sites if they are not recycled and can lead to fires at waste centres and in bin lorries. When crushed or damaged, lithium-ion batteries can be dangerous to the public, waste operators and Firefighters as they cause fires that are especially challenging to tackle. They can lead to explosions and chemical exposure and they create their own oxygen, which means they can keep reigniting, prolonging incidents. These batteries are also present in larger quantities in vehicles and homes with solar panels (for example), and most recently in large shipping-size containers for the storage of electricity, thus posing new risks from the very smallest to the largest in size. Lithium-ion batteries pose a separate risk to FRS and there is further information in our [Strategic Understanding of Risk document](#).

There are **17 legal and managed waste and recycling centres** across Herefordshire and Worcestershire and there have been **16 fires at these types of sites** over the last five years.

The number of illegal waste storage and disposal sites is not fully known and can present additional risks due to the nature of how they are operated.

While incidents at the legal sites are not perceived as high-frequency, one of the recent incidents lasted more than six days and involved 42 fire appliances. Again, due to the low frequency and low injury-rate, recycling centres are not identified as a high risk, but clearly have a high likelihood of having a detrimental impact on the local community, usually for some considerable time period.

With incidents on the rise nationally and the potential involvement of multiple resources and the environmental impacts, waste-fires are considered a foreseeable risk in our community. As such, we have a national Waste Fire Tactical Advisor and our crews are well trained to respond, carrying out intelligence inspections and exercises at a variety of sites across the two counties. HWFRS also takes a collaborative approach to mitigating waste-fire risks with partners from the Local Resilience Forum, in particular the Environment Agency. Shared intelligence is vital for the Multi-Agency Task Enforcement (MATE) we have carried out on illegal waste-sites and we continue to keep abreast of the rapidly developing equipment and technology around risks such as lithium-ion batteries.

Foreseeable Risk Analysis Continued

Heritage/Tourism

From the Malvern Hills, Hereford and Worcester Cathedrals, Berrington Hall and Croft Castle to the 14th-century moated manor at Brockhampton, Herefordshire and Worcestershire are renowned for their heritage sites, areas of outstanding natural beauty and Sites of Special Scientific Interest (SSSI).

There are 12,360 listed buildings across the two counties, 236 of which are Grade I.

Fortunately, there have been very few incidents at our heritage buildings and even fewer injuries. Therefore, they do not feature highly on our risk-scoring from a purely data-driven perspective. However, the potential impact on our history and culture needs to be considered.

Similarly, we have areas of outstanding natural beauty such as the Malvern Hills and Lickey Hills Country Park which boost the counties' economy through tourism. To use the Lickey Hills as an example, while there has only been one wildfire over the last five years, there have been 49 outdoor fire incidents at the country park, and we expect this to rise in line with the predicted increase in heatwaves. To account for this, HWFRS crews are well trained and equipped for outdoor firefighting and we have three national wildfire Tactical Advisors. In addition, intelligence measures such as the Malvern Hills Tactical plan ensures crews are prepared to respond to incidents in our areas of outstanding natural beauty. We also intend to continue to invest in our Intelligence Programme and work with local partners to plan for all foreseeable emergencies which may affect our much-valued heritage sites.



Foreseeable Risk Analysis Continued

Cyber Security Posture and Digital Landscape

HWFRS aims to maximise the use of digital capabilities and data assets to deliver organisational excellence and high-quality sustainable services to our community. The National Risk Register identifies that operating in this digital arena poses significant risks to the organisation through cyber security and cybercrime. These risks are not only to the integrity of data but also to the critical systems that support our fire service operations. As we adopt advanced technologies and digital tools to enhance operational efficiency and public safety in an everchanging digital landscape, the importance of cyber security becomes paramount.

To mitigate against risks, we have and will continue to implement several strategies and measures:



As an organisation we employ best practice for data security, access management and compliance. All sensitive data is safeguarded through appropriate data governance protocols and maintenance of a robust infrastructure that includes hardware, software and data management systems. These protocols are considered and adhered to when sharing risk critical data with partners.



HWFRS supports its employees to achieve a level of digital skill necessary to carry out their roles effectively and to understand their obligations when using technology and data through governance, policies, and on-going training around cyber risks.



A risk-assessed approach is applied to all digital assets, considering potential vulnerabilities and the analysis of ever-changing threats. Risk mitigation in the form of network security systems, robust access controls, multi-factor authentication, data encryption and regular software/security updates are employed.



As with any loss of critical infrastructure, Business Continuity Plans and fall-back arrangements are regularly updated and tested to handle a loss of ICT. Penetration testing and exercises are conducted to verify that fall-back arrangements are both robust and appropriate.

The above measures contribute to safeguarding operational integrity and ensuring the safety of the organisation, partner agencies and the wider community, enhancing resilience against the evolving landscape of cyber threats.

Foreseeable Risk Analysis Continued

Pandemic Preparedness and Response

The COVID-19 pandemic highlighted a significant risk to national and global health. It put severe pressures on the health and social care sector and the overall impact on society, education and the economy is still being felt today. All sectors of society were affected, including the fire and rescue sector, which had a significant role in responding to the pandemic.

In August 2020, Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) was commissioned by the Home Secretary to inspect how fire and rescue services in England were responding to the COVID-19 pandemic. HMI Wendy Williams wrote a letter to Hereford and Worcester Fire and Rescue Service setting out her assessment of the effectiveness of the service's response to the pandemic. She opened the letter by stating:

'I am grateful for the positive and constructive way your service engaged with our inspection. I am also very grateful to your service for the positive contribution you have made to your community during the pandemic.'

The letter identified our areas of good practice stating 'The service has significant experience of major incidents and is a key member of the LRF. It provided additional support to the community during the first phase of the pandemic. It used its wholetime firefighters to respond to emergencies. And the increased availability of its on-call workforce gave extra resilience. Response times improved. Wholetime and on-call firefighters were trained and ready to give

additional support to the community, such as by driving ambulances and dealing with the movement of the deceased. Both wholetime and on-call firefighters undertook the face fitting of masks. Delivering personal protective equipment (PPE) was done by staff redeployed from prevention and protection functions.'

It goes on to say HWFRS 'has reinforced its collaboration with other agencies through its effective relationships within the LRF. The service also transformed its use of technology and is considering how virtual platforms and remote working can help it become more effective and efficient. Staff appreciated the improved communication and ways of working during the pandemic.

Good practice and what worked was shared with other services through the NFCC. This includes the initial workplace COVID-19 secure assessments, the recovery actions log and once approved, the recovery framework for Hereford and Worcester Fire and Rescue Service.'

HMICFRS also recognised HWFRS' preparedness for a pandemic stating 'In line with good governance, the service had a pandemic flu plan and business continuity plans in place that were in date. These plans were activated. The plans were detailed enough to enable the service to make an effective initial response. The service has reviewed its plans to reflect the changing situation and what it has learned during the pandemic. The plans now include further detail on social distancing, making premises 'COVID-secure', remote working, supply of PPE and arrangements for vaccinations.'

Foreseeable Risk Analysis Continued

These Business Continuity Plans have been further tested and reviewed through a series of Home Office exercises and HWFRS has provided assurance that we have adapted to lessons learned and are well placed to respond should another pandemic situation occur.



High Rise Buildings

Grenfell Tower, located in North Kensington, London, was a residential high-rise building that tragically became the site of one of the deadliest fires in modern British history. On June 14, 2017, a fire broke out in the 24-storey tower, leading to the loss of 72 lives and causing significant injuries and displacement for many residents. The incident highlighted critical issues regarding building safety regulations and fire prevention measures and has had repercussions for all UK Fire and Rescue Services.

Whilst Herefordshire and Worcestershire have only a handful of high-rise buildings, HWFRS have been committed to addressing the recommendations made in the subsequent inquiries. One building was identified as having similar cladding to that of Grenfell and by working closely with partner agencies and

using our powers of enforcement, HWFRS have ensured this has now been removed and the building made as safe as possible. By developing a robust inspection and training schedule for the high-rise buildings in our communities, we have ensured our crews are as prepared and well equipped as possible to deal with any incidents of this type. HWFRS are also investing in our Intelligence programme and, should any similar buildings be identified, we are committed to working closely with partners to mitigate any risks to our community and our Firefighters.



The removal of external cladding at Bridgewater House

Foreseeable Risk Analysis Continued

The Grenfell Tower Inquiry (GTI) Phase 1 Report was published in October 2019, and the National Fire Chief's Council (NFCC) published their response to this in December 2019. The report focused on the factual narrative of the events of the fire, and included recommendations in areas such as Training, Policy, Prevention, Protection, Response, Fire Control, Procurement and Human Resources.

In response to this the Service completed a gap analysis of both documents to identify areas of focus. All actions identified in the GTI Phase 1 Report have been completed, and further improvements have been scheduled in as part of on-going Service-wide activity.

The Grenfell Tower Inquiry Phase 2 Report, which was published on 4th September

2024 examines the causes of the fire, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1.

The Phase 2 Report made 60 recommendations, across multiple areas, including government, local authorities, manufacturers, contractors, architects, fire risk assessors, legislation, certification and testing of products. Only 7 of these are under the direct control of Fire Services and have been addressed by HWFRS.

HWFRS completed a Service gap analysis against the 60 recommendations included in this report, to ensure we are working with partners and supporting these outcomes where they are not under our direct control.





Stage 2

Managing and
Reducing Risk

HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Prevention

HMICFRS Inspection Area: Preventing fires and other risks

The 2023 HMICFRS inspection report stated that the Prevention strategy has clear links to the risks identified in the CRMP. HMICFRS also stated that the Service is improving how it targets prevention activity and that our staff understand how to identify and safeguard vulnerable people.

Preventing fires and other emergencies from happening at all is the most effective way to save lives. Prevention activities not only help to reduce the actual number of emergency incidents we attend, but also how serious those incidents could be. They support our communities to stay safe and well in their homes, on the roads, in and around water and in the wider environment.

Our prevention work is targeted towards those people and areas most at risk of fire and other emergencies, as identified through our Strategic Risk Review and as notified by our partner agencies. Much of this work is

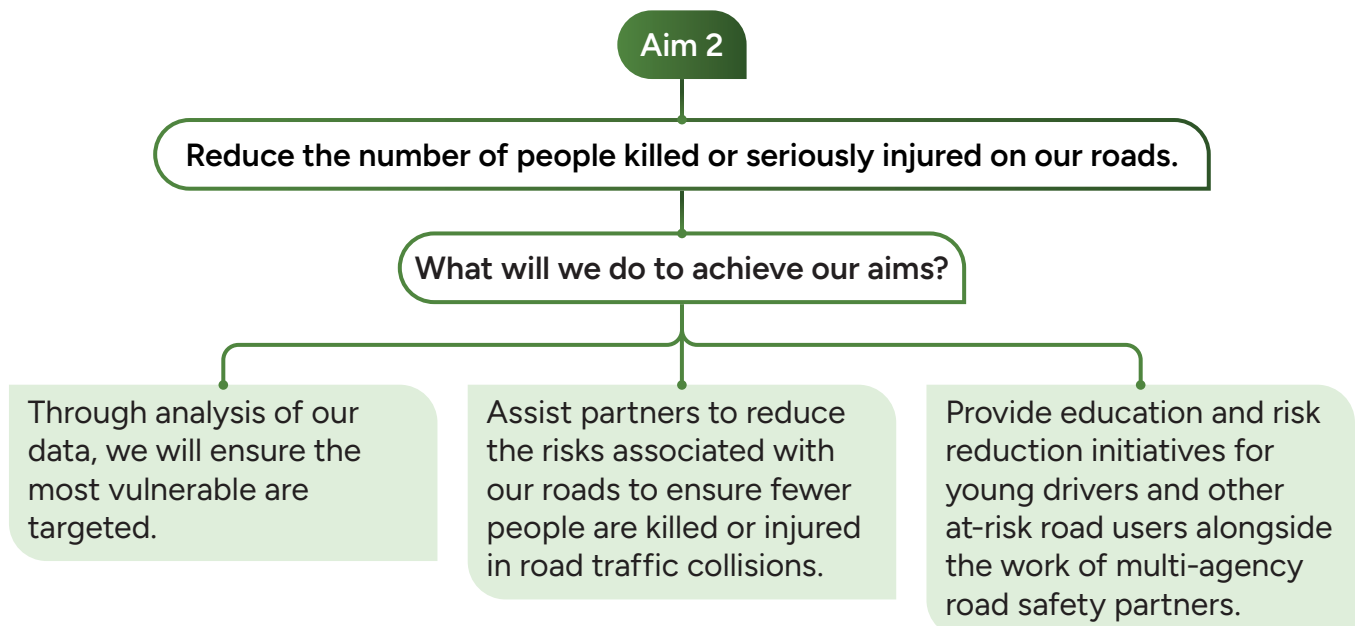
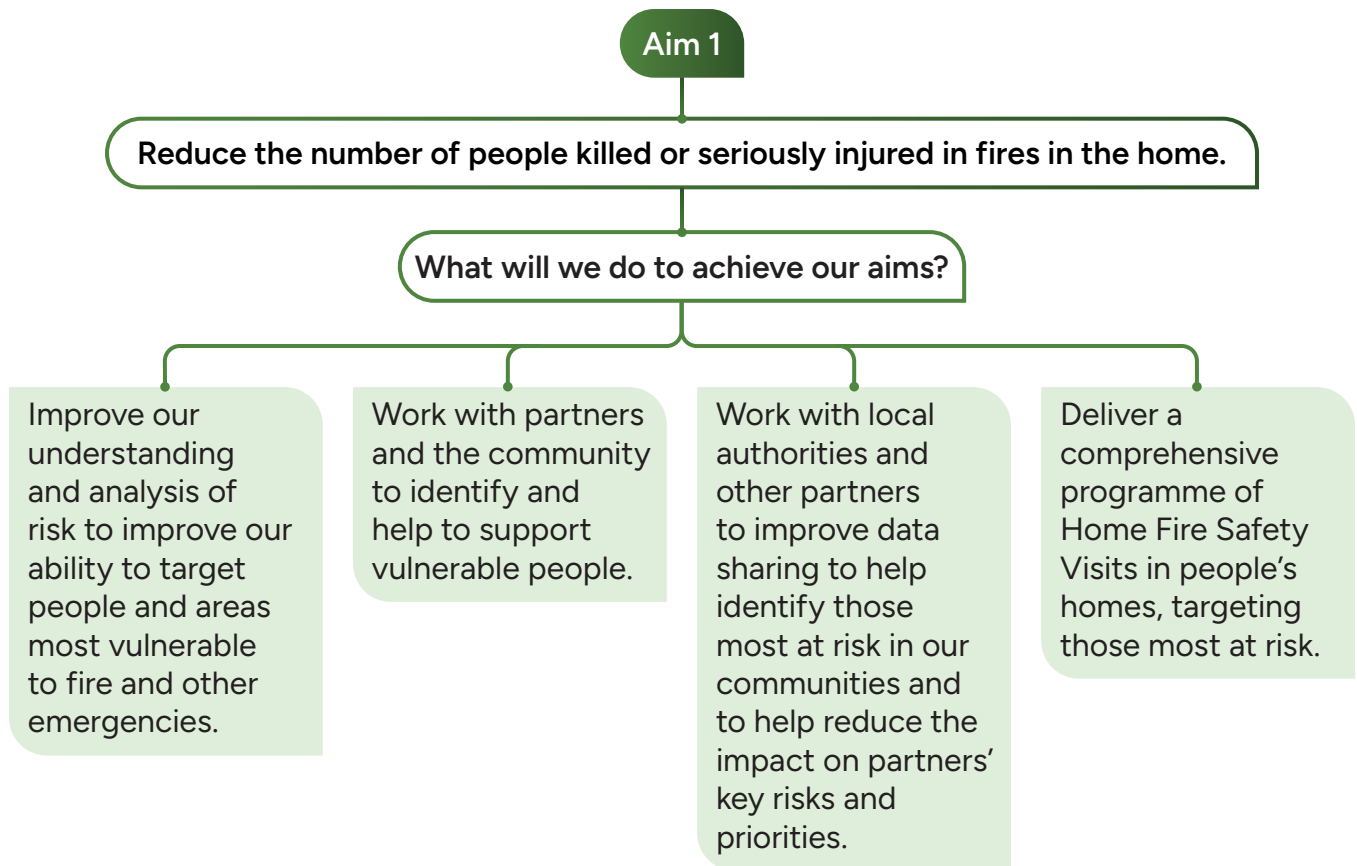
organised through our Prevention department and is delivered by Prevention Technicians, Prevention Engagement Officers, Firefighters and volunteers supported by our partner agencies including the police, social care, mental health teams and other health services and the voluntary sector.

Our prevention work over the next five years has five key aims, which will determine how we will work as a Service as well as guiding collaborative work with other key partner agencies.

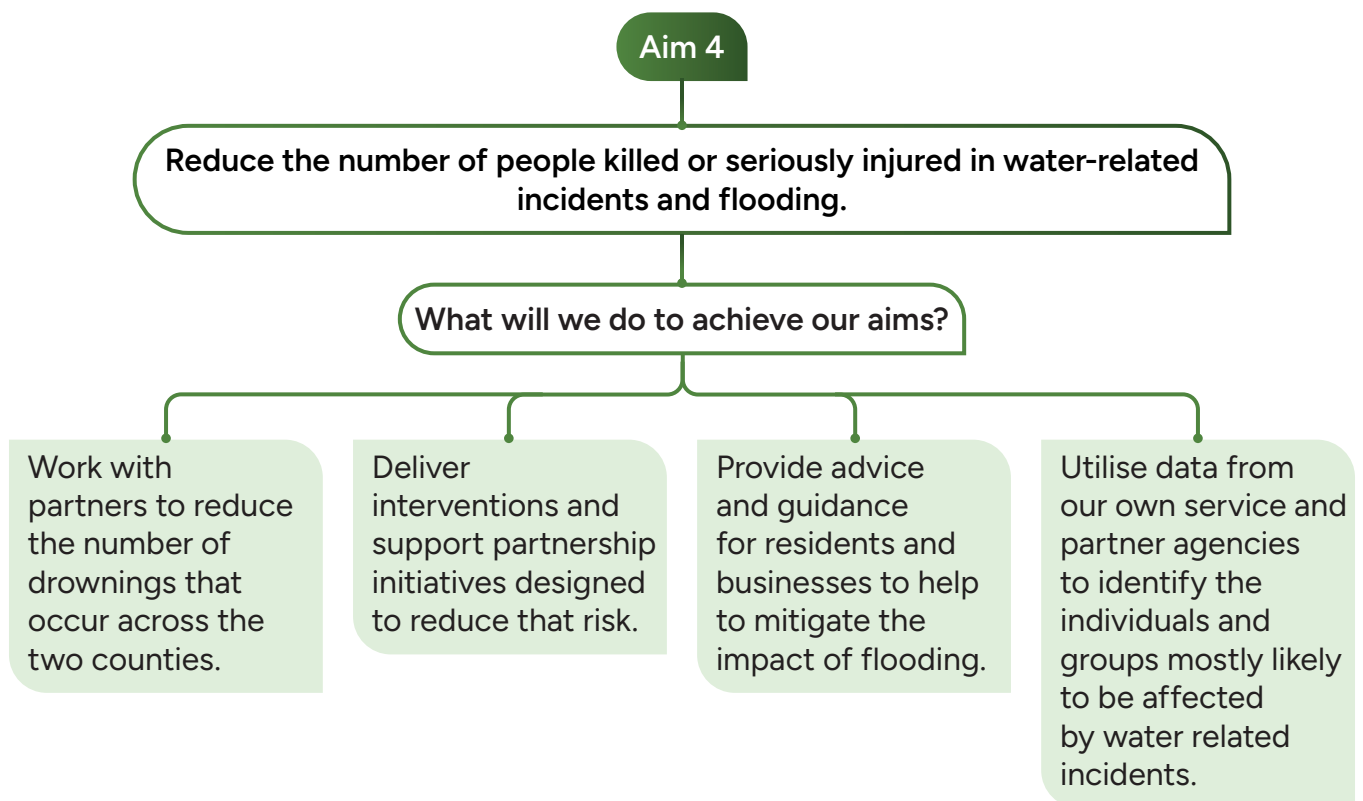
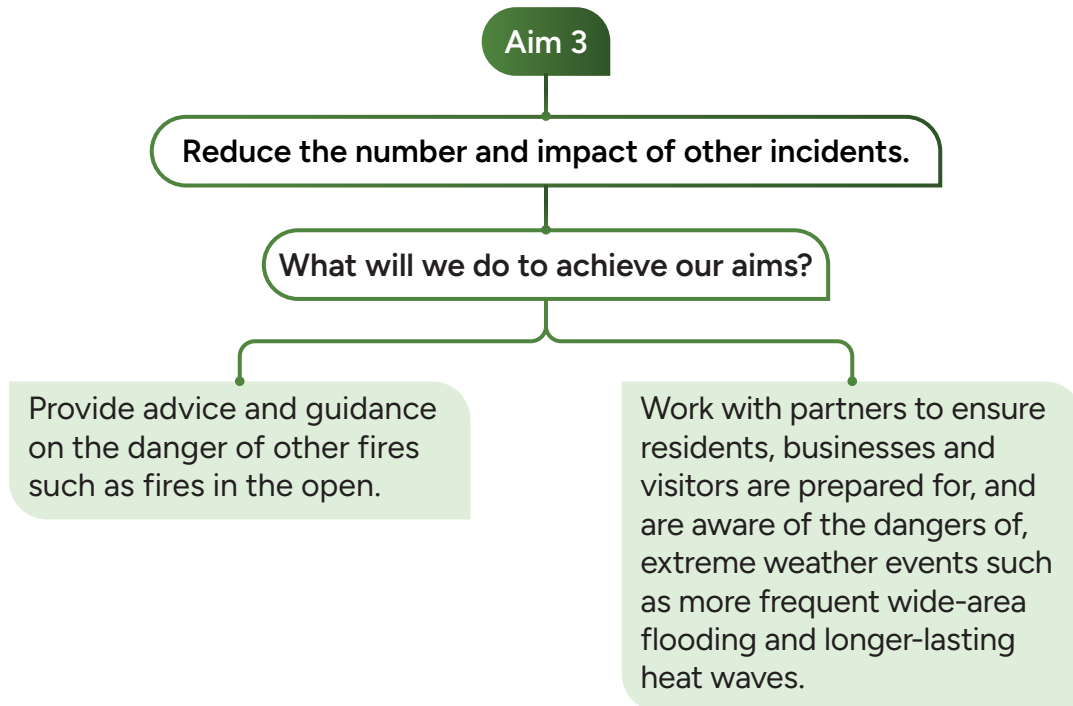


Prevention Continued

Prevention: Preventing fire, road traffic collisions and other emergencies from happening in the first place.



Prevention Continued



Prevention Continued



Protection

HMICFRS inspection area: Protecting the public through fire regulation

The 2023 HMICFRS inspection report found that HWFRS is 'good at protecting the public through fire regulation'.

We were also highlighted for 'positive practice' with regards to our Multi-Agency Targeted Enforcement (MATE), which allows effective sharing of risk information and joint working between agencies including West Mercia Police, local authority housing, the Home Office, Border Force, Trading Standards and other regulatory services.

HMICFRS said in their report: "The strategy provides an effective and efficient approach. It means that enforcing authorities can access premises in a single visit to ensure compliance with relevant legislation, including fire safety. This protects those who are at high risk and makes the communities of Herefordshire and Worcestershire safer."

Other findings include that the Service directs its protection activity based on risk. We carry out consistent, good-quality audits and have an effective quality-assurance process. Also, the Service is good at taking enforcement action when appropriate and works well with other enforcement agencies.

Our protection work involves making sure businesses and other places where people work, shop and visit are as safe as possible in the event of a fire or other emergency incident. We also want to minimise the impact on the local economy and the wider natural and built environment.

Our protection work is focused on ensuring businesses have appropriate fire safety precautions in place, including ways of preventing and restricting the spread of fire at their premises and ensuring access to means of escape. Much of this work is guided by the duties set out by the Fire and Rescue Services Act 2004 and the Regulatory Reform (Fire Safety) Order 2005. We are also guided by recent legislation, such as Fire Safety Act 2021, Building Safety Act 2022. It involves our specialist protection staff working closely with local businesses to support and advise them on meeting their fire safety requirements, including, where necessary, using our enforcement and regulatory powers to ensure their premises are safe.

Over the next five years, we will focus our protection activities across six main areas to meet the aims of our strategy as shown in the table on the next page.

Protection Continued

Protection: Protecting people, Firefighters, property and the environment when fires, floods and other emergencies happen.

Our Aim:

Reduce the risk of fire in commercial and other premises where people work, shop and visit, and mitigate the impact of business disruption and the cost to the local economy and the environment.

What we will do to achieve our aims?

1. Fire Safety Advice:

Provide advice and guidance on Fire Safety and the requirements of the Regulatory Reform (Fire Safety) Order 2005. We provide Fire Safety advice for businesses via our website, social media, forums and presentations to help them meet their legislative requirements.

2. Risk Based Inspection Programme (RBIP):

Carry out pre-planned fire safety audits. The RBIP is based on assessing the risk posed by generic types of premises, the individual owner, individual buildings and the current level of compliance with the Fire Safety Order.

3. Investigating the cause of fire:

Carry out Fire Investigations and work with Police and partners to establish the origin and cause of the fire. We use the data to support criminal and civil court proceedings.

4. Statutory Consultations:

Respond to consultations and requests for advice, where the Fire Authority is a statutory consultee or when we have expertise that can support public safety: this includes Building Regulations, Licensing Applications and Safety Advisory Groups. Our aim is to promote fire safety and provide guidance to authorities, premise owners and event organisers to help keep people safe from fire.

5. Intelligence Led Inspection Programme (ILIP):

Carry out an inspection programme based on local or national trends linked to the Fire Safety Order. This programme consistently allows us to identify issues around non-compliance with the requirements of the Fire Safety Order and aims to prevent death or serious injury in the event of fire and limit the economic cost of fire.

6. Enforcement:

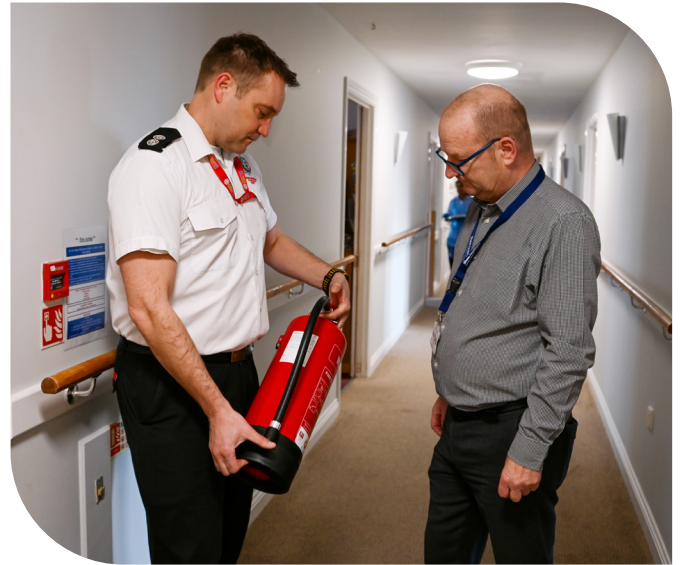
Take Enforcement Action which includes a notice detailing the required actions, the prohibition of part or all of the premises or Prosecution. To provide transparency and consistency, all our Enforcement action is registered on a national database held by the National Fire Chiefs Council (NFCC).

Protection Continued

The focus of the Service's specialist Fire Safety department is to help keep people safe from fire, by reducing the risk of fire in commercial and other public premises and supporting businesses to comply with their legislative requirements.

We achieve this by adopting a risk-based approach, which focuses on our highest-risk buildings. In order to achieve this, the Service adopts a data-driven process, utilising internal and external knowledge, experience and expertise to identify our highest-risk buildings. New risks are identified and evaluated with existing risks to ensure that we continually resource to risk.

In order to meet our statutory responsibilities, our approach is based on recognised national best practice for fire safety, including the NFCC Competency Framework and Fire Standards.



Response

HMICFRS inspection area: Responding to fires and other emergencies

The 2023 HMICFRS Inspection report acknowledges that the Service aligns its resources with the risks identified in its CRMP. Staff have a good understanding of how to command incidents safely and our control staff have good involvement in training, exercising and debriefs. Also, the Inspectorate stated that we are effective at keeping the public informed to help keep them safe during and after incidents.

HMICFRS inspection area: Responding to major and multi-agency incidents, Preparing for Emergencies, Responding to Emergencies

The 2023 HMICFRS inspection report states that the Service is prepared for major and multi-agency incidents. As part of this, HMICFRS found that we work well with other FRSS and are an active and valued member of the West Mercia Local Resilience Forum (WMLRF). The Service has improved staff training and exercising on marauding terrorist attacks and our incident commanders have a good understanding of the Joint Emergency Service Interoperability Programme (JESIP).

2025-2030

Our Response priorities are driven by risk and support our mission:

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

We will achieve this by providing an effective emergency response to all fires and other emergencies across Herefordshire and Worcestershire. This will be accomplished by having fully trained competent staff, equipped with the most appropriate equipment to protect the public at every emergency we attend. To enable this to be carried out safely we prepare, plan and train for all types of incidents, for example: fires, flooding, road traffic collisions, specialist rescues, hazardous materials and multi-agency emergencies.



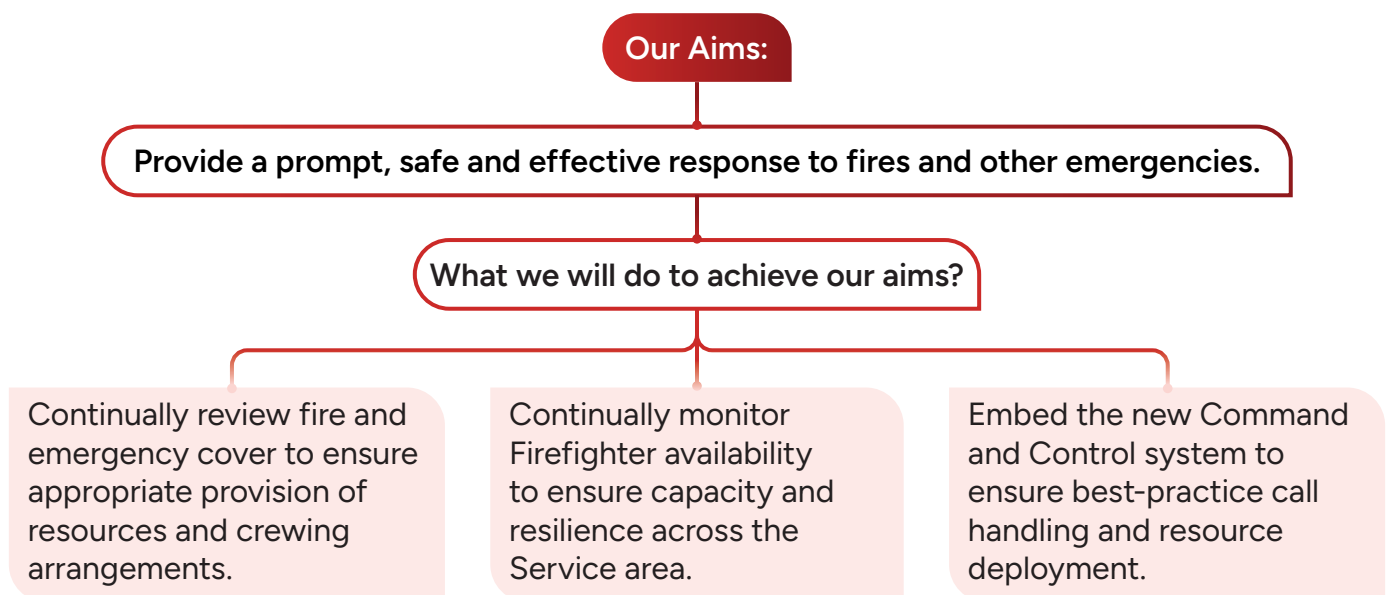
Response Continued

We make sure emergency calls are dealt with in the right way, this is an integral element of the response function and to support this our Fire Control team has been embedded alongside West Mercia Police at our Headquarters at Hindlip Park in Worcestershire. This enables closer joint working with other emergency services, neighbouring FRSs and builds on our multi-agency partnerships such as the Local Resilience Forum. We have also invested heavily in a new Command and Control system which will be embedded during the term of this CRMP and ensure best practice call handling and resource deployment.

To support our response capabilities, we will maintain a fleet of vehicles, systems and equipment that will be guided by the various response standards set out by the Fire Authority, the Fire Standards Board, and those laid out under our statutory responsibilities.

As a learning organisation, we look to take every opportunity to learn from operational incidents. We carry out operational assurance of incidents through audits and debriefs. These review our procedures and equipment and look for opportunities to improve our performance.

To develop our response activities, we will be focusing on five key themes set out in the following tables:



Response Continued

Our Aims:

Ensure fire and emergency cover arrangements are appropriate to meet current and emerging risk levels.

What we will do to achieve our aims?

Review, update and share risk information at a local, regional and national level and ensure it is widely available

Review and update the disposition of our assets as necessary to support our response arrangements in conjunction with our working provisions / duty systems

Our Aims:

Ensure Firefighters are well trained, well equipped and well led, including the outcomes of the national incidents and inquiries; for example, Manchester Arena and Grenfell Tower.

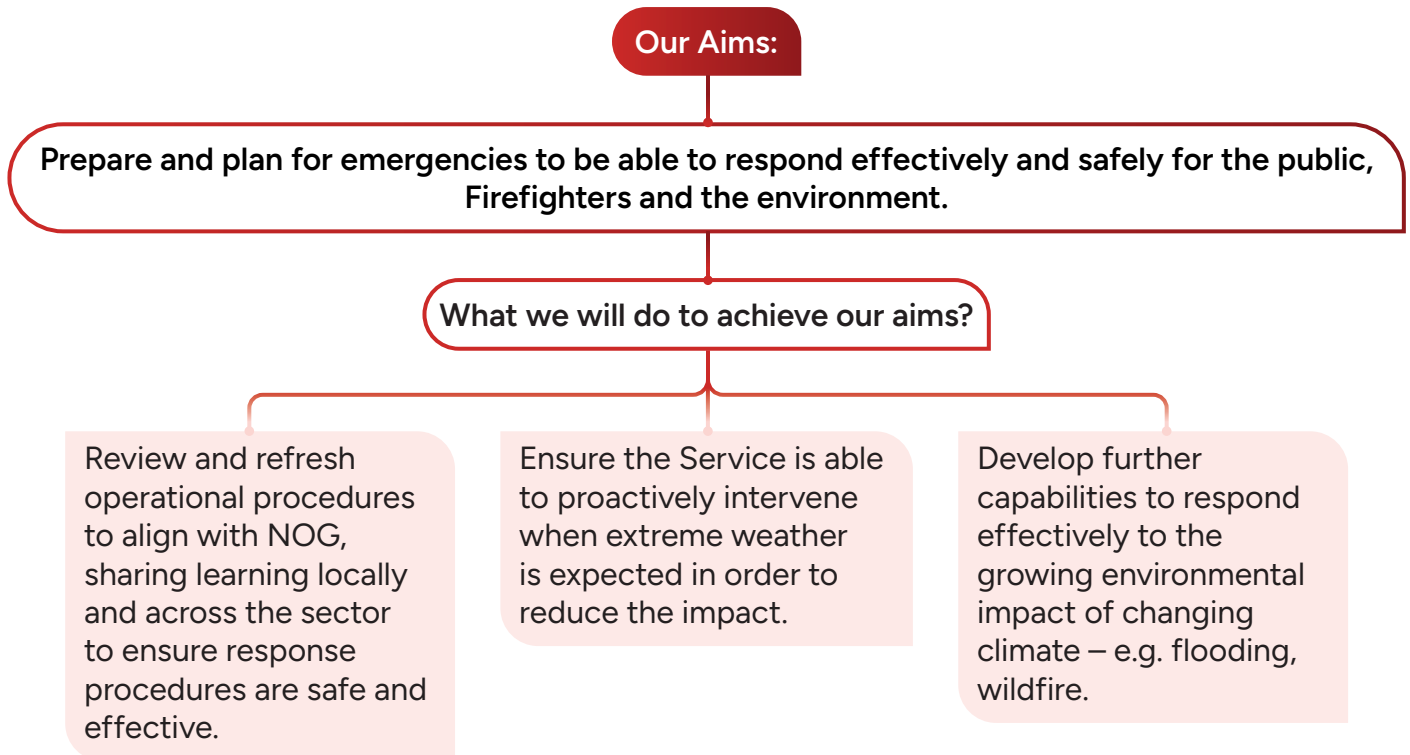
What we will do to achieve our aims?

Maintain a full complement of training and exercising including cross-border working and fitness assurance to ensure ongoing competence, leadership and specialisms are maintained to high standards

Ensure Firefighters have access to the most up-to-date personal protective equipment and state-of-the-art firefighting equipment and fire engines

Collaborate with local resilience forum (LRF) partners to prepare for events or situations that may have serious consequences, which require specific arrangements from one or more emergency response agencies. Major incidents go beyond routine operations and involve large-scale efforts.

Response Continued



Valuing our Workforce

HMICFRS inspection area: Promoting the right values and culture

In our 2023 inspection report, HMICFRS wrote that values are accepted and maintained throughout the Service. The Inspectorate also state that we provide an appropriate health and safety provision and our staff have access to appropriate services to support mental and physical health.

HMICFRS inspection area: Getting the right people with the right skills

The 2023 HMICFRS inspection report found that HWFRS is 'good' at getting the right people with the right skills, ensuring fairness and promoting diversity, and managing performance and developing leaders. We were described as having improved our workforce planning and that our workforce skills and capabilities are managed well. HMICFRS also stated that the Service supports staff with learning and development.

HMICFRS inspection area: Ensuring fairness and promoting diversity - Our People

HMICFRS awarded us a rating of 'good' for ensuring fairness and promoting diversity, stating that the Service and senior leaders seek feedback from staff, we actively promote EDI and that we act positively to improve diversity in recruitment.

HMICFRS inspection area: Managing performance and developing leaders

HMICFRS awarded us a rating of 'good' for managing performance and developing leaders, stating that the Service effectively manages individuals' performance.

Core to the delivery of our strategic priorities are our people – they are our greatest asset. Our People Strategy sets out aims which will support the delivery of our overall strategic priorities. The People Strategy is aligned to the NFCC People Strategy, and recommendations made by the HMICFRS.



Valuing our Workforce Continued

Our Aim: Attract and Retain

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

What we will do to achieve our aims?

- 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
- Staffing profiles
- Induction and Performance data
- Recruitment metrics
- EDI metrics
- Community feedback

Our Aim: Develop and Train

Develop and train our people to deliver organisational excellence.

What we will do to achieve our aims?

- 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

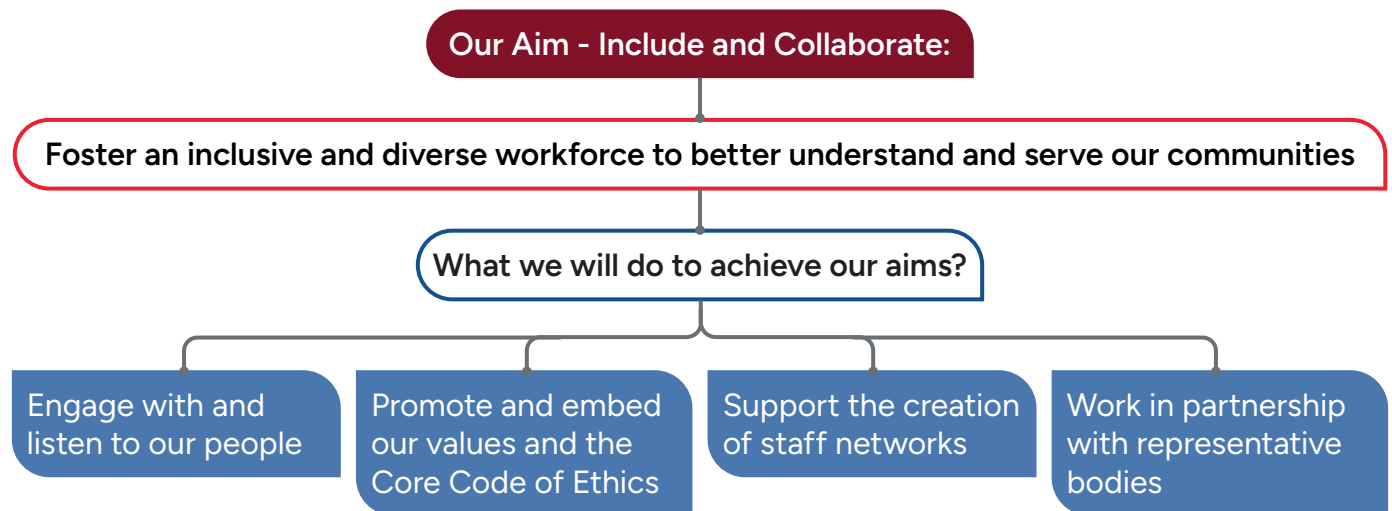
Key measures of impact:

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

Valuing our Workforce Continued



Valuing our Workforce Continued



Welfare and Staff Support

HWFRS recognises the importance of the Health, Safety and Welfare of all its employees and is committed to supporting their physical and psychological welfare. We are conscious that the volatile environment our staff are living and working in is a risk to their psychological wellbeing and, therefore, to the communities they serve.

In the last three years there has been a continuing rise in the annual number of incidents designated as Critical Incidents from 81 (2021) to 148 (2023), with the 2024 total projected as being close to 200.

Of note is the number of incidents associated with 'gaining entry' with other agencies which has grown in recent years and now makes up 20% of all critical incidents. With our commitment to collaborative work, we expect this to continue to rise.

To help mitigate the risk to our staff, welfare services are available to employees and volunteers in order to provide advice, guidance and support on the various issues that might be encountered that may affect their physical or mental wellbeing at work or at home.

Welfare Support is about providing assistance if an individual or individuals are facing a difficult, stressful or traumatic situation, whether that be personal or professional, and is available to all staff. For example, our mediation service (MILE), various staff networks and the support provided by the [Fire Fighters Charity](#).



Valuing our Workforce Continued

Our Critical Incident Support Team (CIST) is automatically notified for certain types of incidents including;

- A fatality
- Serious injury of any kind
- Violence or aggression towards Service personnel
- Serious house fires with 'Persons reported'
- Any incident involving children

Debriefs take place normally within 72 hours of the incident and will typically take between one and two hours attended by two (sometimes three) members of the CIST team.

HWFRS is committed to safeguarding the wellbeing of our workforce and has signed up to the National Mental Health at Work Commitment. We recognise that one in six people live with a mental health issue. We have taken steps to support all members of our workforce. For example, the launch of the Back-up Buddy App provides a digital solution and access to support mechanisms for members of staff who may be struggling. In addition to the CIST support, we work closely with the Fire Fighters Charity who provide extensive rehabilitation resources for both physical and mental illnesses Mental health - [The Fire Fighters Charity](#). HWFRS believes in being proactive rather than reactive with regard to mental health and we actively promote the services they provide such as the Crisis Line.

In considering the CRMP 2025 – 2030, this greater exposure to trauma for FRS personnel should be taken seriously. It constitutes a significant factor in maintaining the resilience of the Service and, therefore, a greater risk to the general public.



Value for Money

HMICFRS inspection area: Making the best use of resources

The 2023 HMICFRS inspection report found that HWFRS shows sound financial management and has improved how it allocates resources to meet its objectives.

HMICFRS inspection area: Making the FRS affordable now and in the future

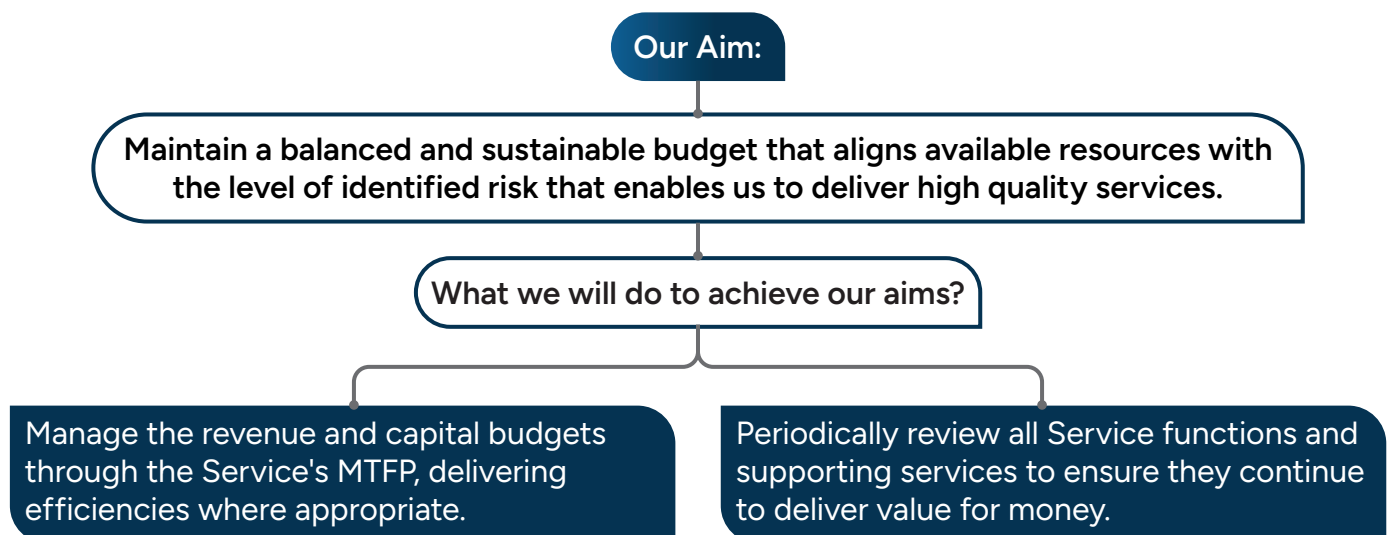
The 2023 HMICFRS inspection report states that the new fleet and estates strategies are clearly linked to the CRMP and that HWFRS has plans for using reserves, and also that we invest in technology to support change and improve efficiency

A key role of the CRMP is to determine an appropriate balance of resources between Prevention, Protection and Response services to address identified risks. With limited financial resources available to the Service, our planning aims to keep our communities and workforce as safe as possible, while also making sure we spend every penny wisely and deliver value for money.

The Fire Authority is responsible for ensuring public money is properly accounted for and used efficiently and effectively. To ensure that sound financial management policies are in place, the Authority adheres to and implements the provisions of the Financial Regulations.

Budget

Each year, the Fire Authority approves a Medium-term Financial Plan (MTFP) which sets out the resources needed to deliver our services and agrees an annual budget. Budget Monitoring reports have been presented to the Policy and Resources Committee throughout the year and have shown that the Authority's finances continue to be well controlled. The increased cost of pay settlements in 2023-24 is likely to lead to budget pressures during the term of this CRMP. However, these are well understood and a report with options for future efficiencies will be brought forward for consideration at a future date.



Value for Money Continued



Resilience

Introduction

When large-scale incidents or crises happen, they often have a significant impact on the health and wellbeing of our communities, as well as the effective running of local businesses. For emergency services, however, this impact can often be two-fold, as the demand for their services can increase substantially as a result of a disaster, but at the same time, they can also be hit with the same pressures as other organisations on their ability to maintain their services over sometimes extended periods.

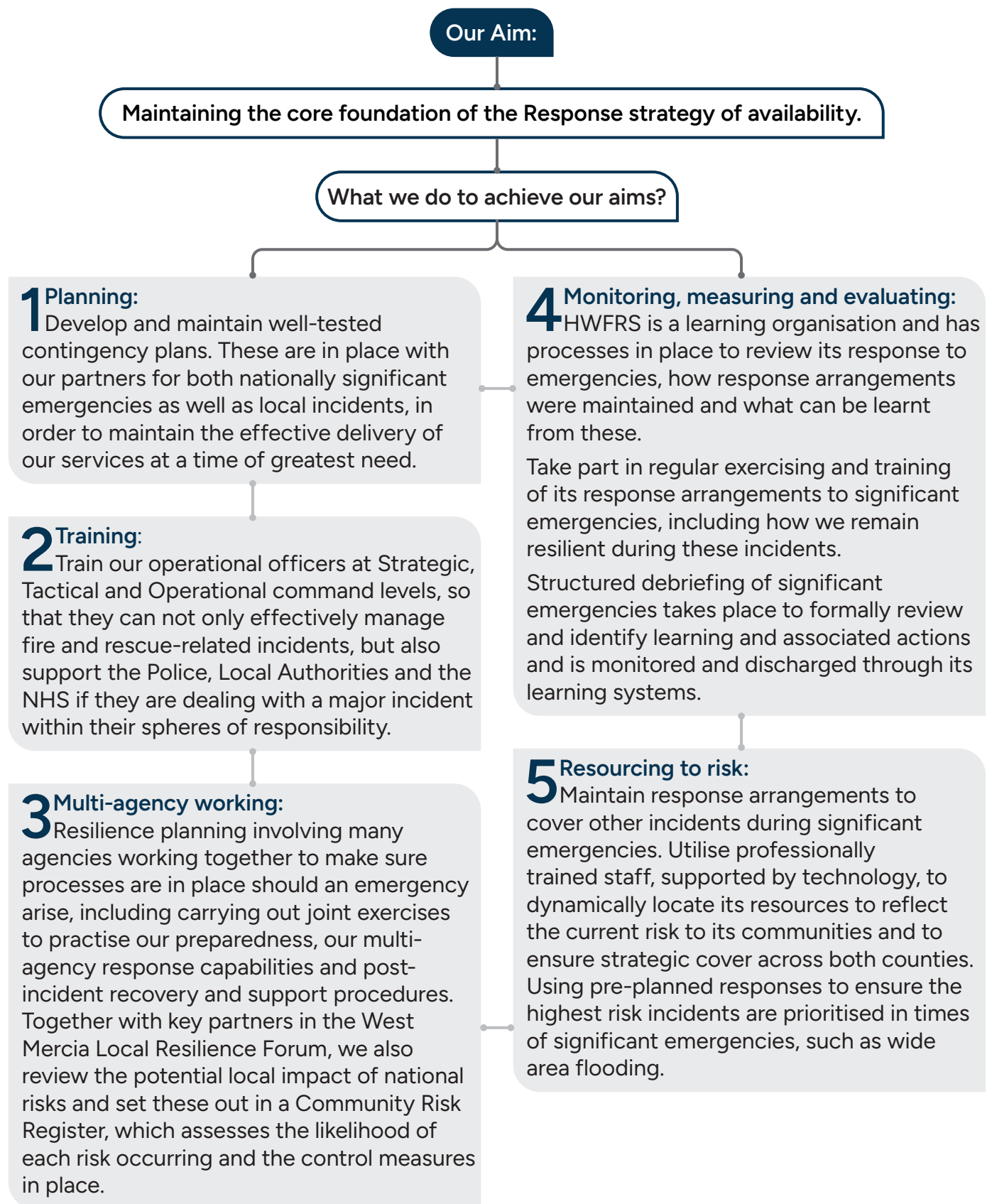
Major incidents go beyond routine operations and involve large-scale efforts. We will work with our local resilience forum (LRF) to prepare and respond to events or situations that may require specific arrangements from one or more emergency service. Resilience in the FRS is about being as prepared as possible to deal with that two-fold challenge. It is also about being ready to help partners and local communities with the collective efforts to tackle large-scale emergencies, such as COVID-19, Foot and Mouth disease or high-impact terrorist attacks. Resilience is key to delivering our response strategy and ensuring we can respond across our communities.

Key Aims:

Maintain our statutory responsibilities under the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004, the Fire and Rescue Services (Emergencies) Order 2007 and the Fire and Rescue National Framework.



Resilience Continued





Stage 3

Measuring and
Demonstrating Impact

HEREFORD & WORCESTER

HWFR
FIRE AND RESCUE SERVICE

Introduction

Measuring and demonstrating the impact of our actions is essential for ensuring accountability, improving performance and justifying resource allocation. This is achieved through both quantitative and qualitative metrics. Key Performance Indicators (KPIs), which can be found in our Core Strategies of [Prevention](#), [Protection](#) and [Response](#), include attendance times, the number and type of incidents attended and the reduction in fire-related injuries or fatalities.

Additionally, community-engagement campaigns such as Home Fire Safety Visits (HFSVs) and Business Fire Safety Checks can be evaluated by tracking participation rates and decreases in fire incidents. Advanced data analytics and reporting tools such as PowerBI help us assess our effectiveness in real time. Qualitative measures like community feedback also play a role in illustrating the Service's broader social impact.

This section showcases improvements in public safety, property protection and community resilience and demonstrates our critical role and positive outcomes of the services we provide.

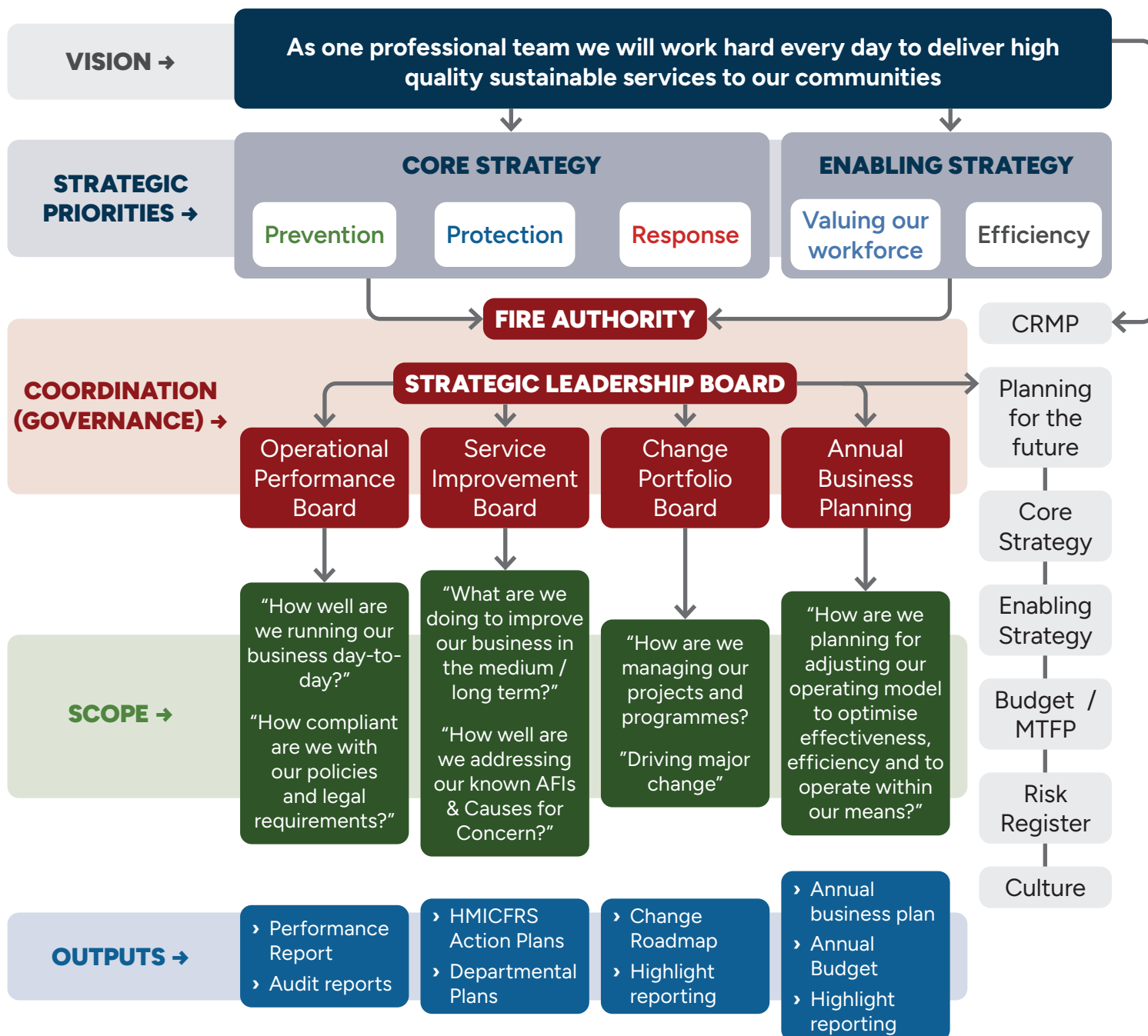


Introduction Continued

Service Operating Model

The structure of our organisation is vital in assuring all our staff are accountable for the work they produce. This CRMP is the high-level document which lays out our strategic direction that our Core Strategies are produced against. In turn, our governance structure review and measure all workstreams

across the organisation and ensure they align to the strategic objectives set out in the Strategies. Our Business Planning assesses workstreams with a finer level of detail and shares best practice across departments to ensure a collaborative approach. This work is reflected in individual appraisals, so every member of staff understands and appreciates the impact their role has for our communities.



Underpinned by Our Code of Conduct & Core Code of Ethics:

Putting Our Communities First | Integrity | Dignity & Respect | Leadership | Equality, Diversity & Inclusion

Prevention

Key Performance Indicators (KPIs), which can be found in our Prevention Strategy, include:

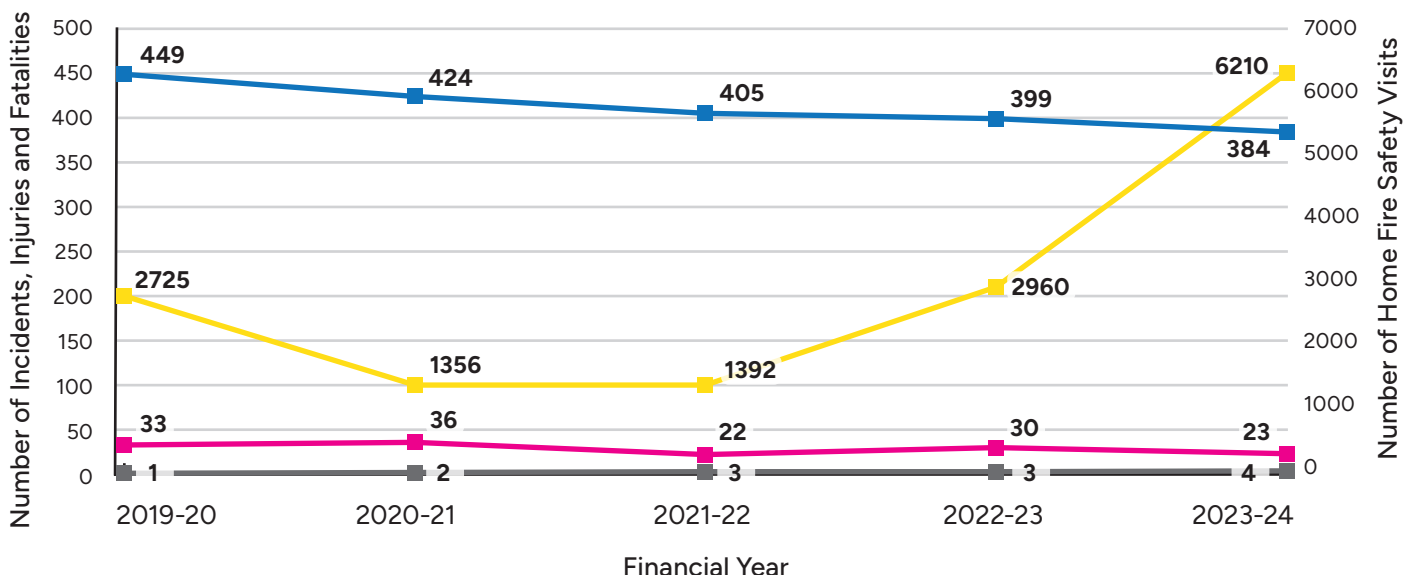
- › Number of accidental dwelling fires
- › Number of accidental fires
- › Number of non-domestic building fires
- › Number of Road Traffic Collisions
- › The deaths or serious injuries associated with the above incident types

We believe that preventing fires and other emergencies from happening in the first place is the most effective way of keeping our communities safe. Measuring and demonstrating that what we do is making an impact on our communities is a vital aspect of this. By identifying trends and areas that we can improve, we can better target those people most at risk of fires and other emergencies as identified throughout this CRMP. For example, 93% of people who received a Home Fire Safety Visit (HFSV) in 2023-24 had

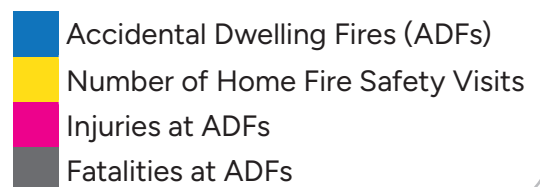
vulnerability or risk factors identified by our rigorous data analysis.

The graphs below show the success of the work we do to prevent fires in the home, showing how the numbers of both deliberate and accidental fires in the home have fallen, and how we expect them to fall in the future, as we continue to increase targeted HFSVs.

We use this information to show how effective our prevention work is and to help us plan for the term of this CRMP and beyond.



The number of HFSVs we have undertaken has more than doubled over recent years and the impact on our communities is reflected in the steady decrease in accidental dwelling fires and subsequent injuries to members of the public.



Prevention Continued

Road Safety

Our Objective: To reduce the number of road fatalities and injury-severity of those involved in RTCs.

**YOUR
IMPACT**

**Better young drivers.
Safer passengers.
Confident choices.**

On average we attend four emergency calls a day to incidents other than fire, nearly half of them will be to an RTC.

Our data shows that those most at risk of dying or being seriously injured in an RTC are male drivers between the ages of 16-25 and drivers over 60 years of age. We have completely re-branded our road safety campaign under the new name of 'Your Impact'.

Your Impact is a free multi-agency road safety scheme aimed at reducing death and serious injury among young road users in Herefordshire and Worcestershire. The scheme is aimed at Year 10 students who are road-users, as car-passengers, pedestrians, cyclists and may soon become young drivers.

The focus is to provide students with the education, tools and confidence to make the right choices using the road to first become better passengers. This will lead them on to having the confidence to recognise and

challenge the behaviours of those making potentially dangerous decisions, whether that be in control of a vehicle, as a passenger or in other aspects of using the road. This will in turn lead them on to become better young drivers.

Your Impact involves a realistic RTC reconstruction delivered through the latest Virtual Reality technology, followed by powerful interactive workshops.

"Your Impact is an extremely beneficial and impactful project that engaged our students through some thought-provoking activities. The presenters were knowledgeable and really good with our students, keeping them engaged with a well-organised and varied timetable. Thank you to the Your Impact team, highly recommended to other schools."



Prevention Continued

Community feedback from HFSVs:

**"Cheerful, helpful,
1st class service"**

**"I feel that the service
offered is excellent"**

**"10/10 how the
members of
staff conducted
themselves"**

**"No improvements
needed!"**

**"I can't see how
you can improve this
service. Your officers
were on-time, polite,
careful and patient so
thank you"**

**"She told us about
many other beneficial
services that we were
unaware of"**

100% found the
service beneficial

100% would recommend
the service

100% made changes
following the visit

100% said they felt safer in their
home following our visit

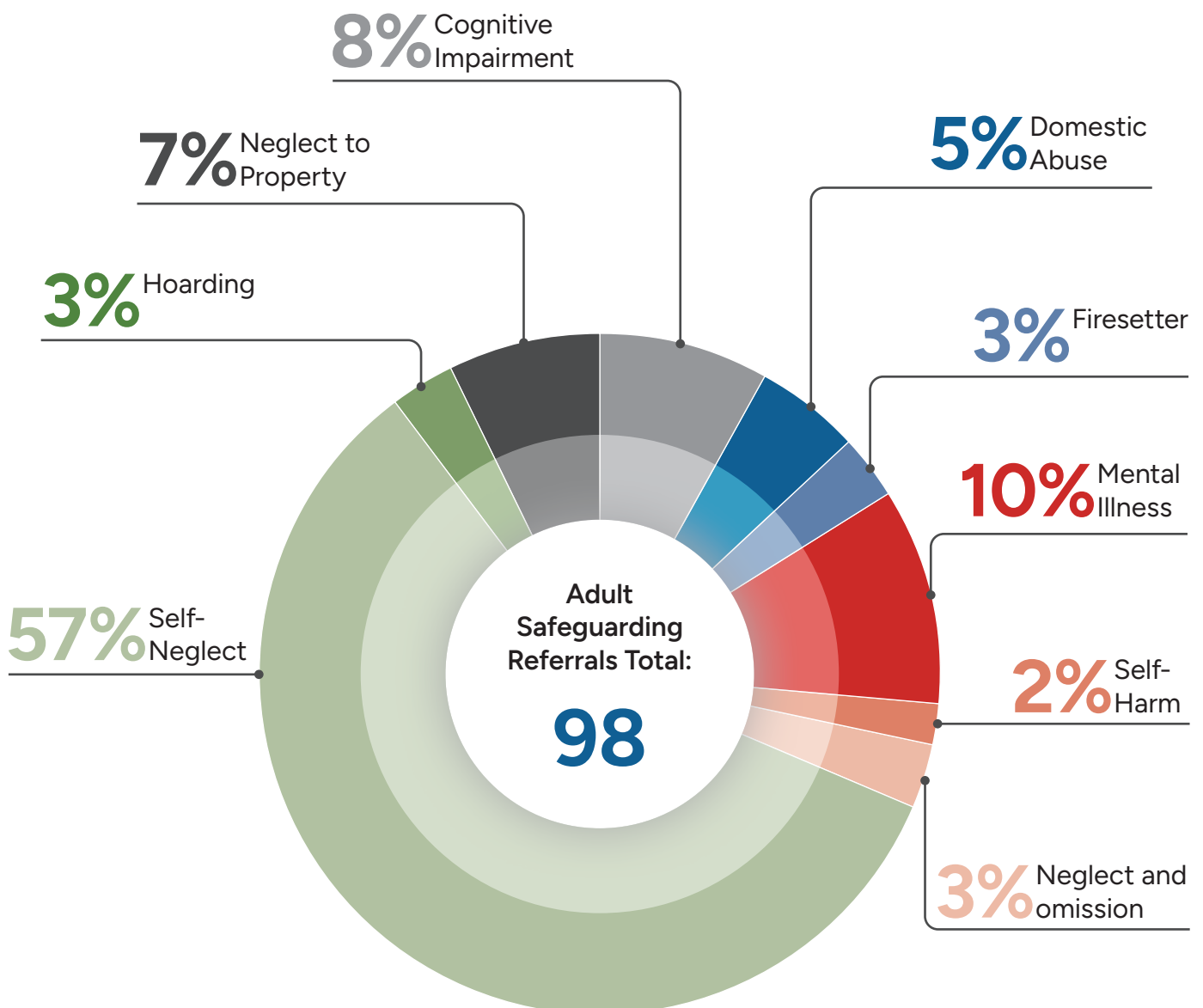
Prevention Continued

Safeguarding

The nature of our role means we work closely with and are part of the communities we serve. We have a responsibility to protect members of the public from harm, but this does not just mean the more obvious risks identified in this CRMP.

When a member of the public needs safeguarding referral or conducting our targeted interventions our staff, on occasion, come across situations which require safeguarding or signposting to partner agencies. By measuring and reporting these interventions we can monitor the impact of our service on the communities we serve.

Adult Safeguarding Referrals during 2023-24:

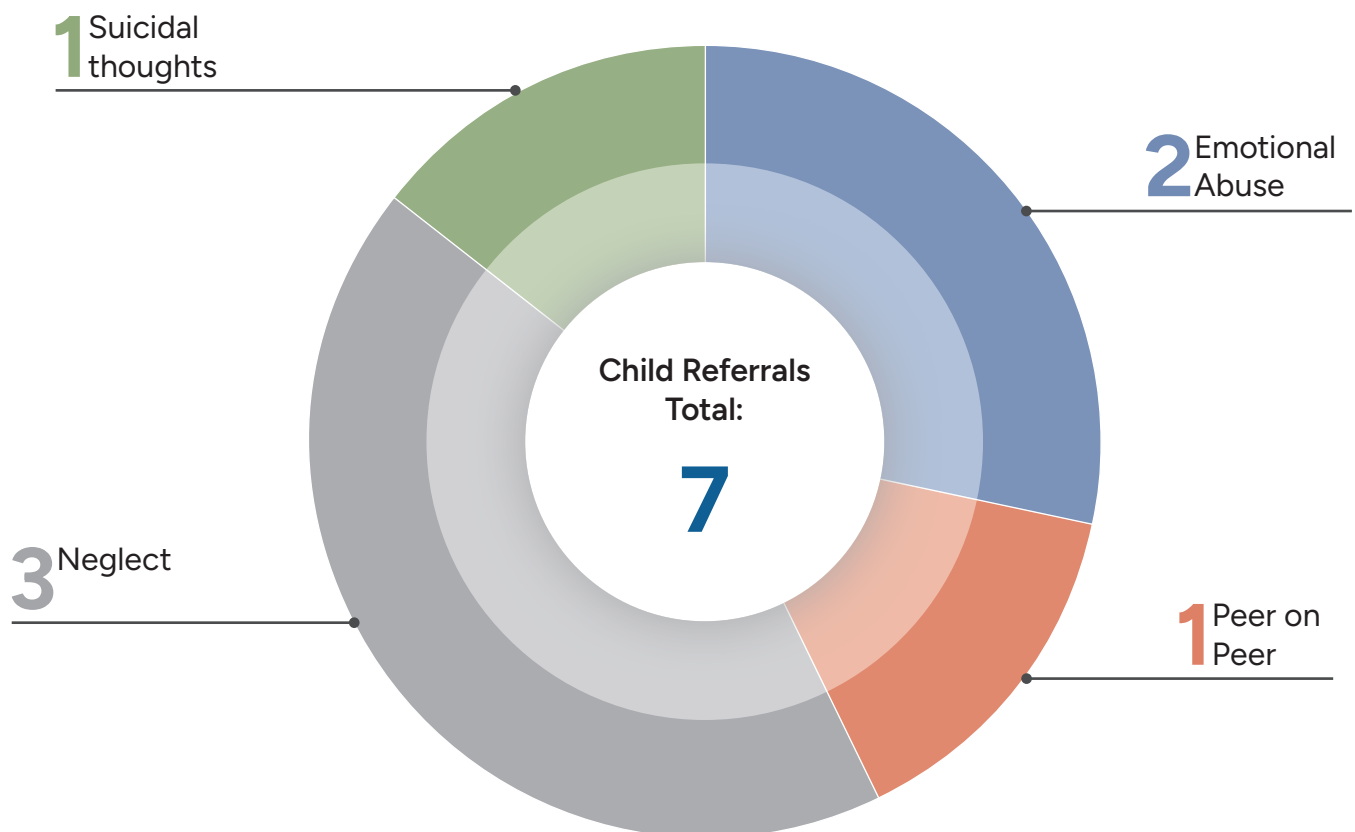


Prevention Continued

Our Responsibility:

HWFRS is committed to safeguarding vulnerable adults, children and young people across the two counties in all aspects of the work and services they undertake. All Fire Service staff receive training on safeguarding and have a duty to report any safeguarding concerns.

Child Safeguarding Referrals during 2023-24:



To provide assurance, our Prevention figures are published on a quarterly basis to provide transparency and accountability.

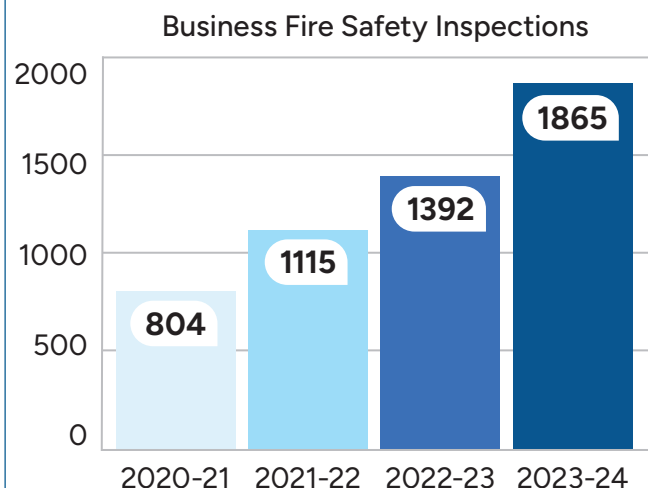
Protection

Response KPIs, which can be found in our Protection Strategy, include:

KPI	Target
› Response to Advice / Concerns from members of the public and staff	Fire Safety Complaints / concerns addressed within 5 working days
› Statutory Consultations – Building Regulations	Actioned within 15 working days
› Statutory Consultations – Licensing Applications	Actioned within 28 consecutive days
› Risk Based Inspection Programme (RBIP) – completed by Department	1000 p.a. reported in Strategic Leadership Board (SLB) Quarterly RBIP update papers
› RBIP – completed by Operational Crews	350 p.a. reported in SLB Quarterly RBIP update papers
› Populating enforcement onto the Enforcement Register after 21-day appeal process	All Enforcement Notices / Prohibition Notices / Alteration Notices added
› Specific Post Fire Inspections (SPFI)	All completed within 8 working days

The Protection department is monitored, measured and evaluated to ensure efficiency and effectiveness. This is achieved through the use of extensive internal and external performance management, reporting and audit systems. This has helped to identify greater efficiencies, such as training operational staff to carry out additional fire safety inspections. Our overall performance is assessed by an independent government led inspection (HMICFRS) for which we have received a 'Good' in the last two inspections.

We have invested the Government Protection Grant into training more staff to undertake business fire safety inspections and consequently the number of commercial premises we have helped keep safe from fire has almost doubled in the post-pandemic years.



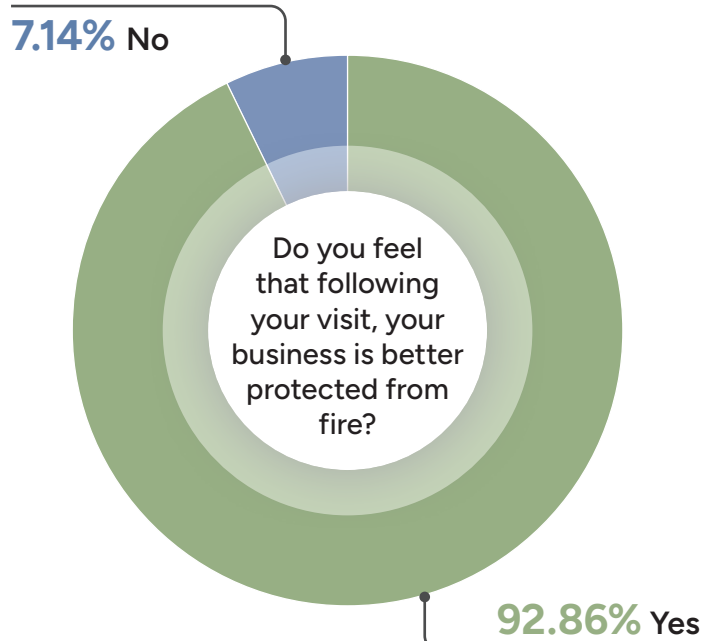
Protection Continued

Financial Year	Inspections Completed		Enforcements Issued		
	Routine Inspection	Business Fire Safety Inspection	Enforcements	Prohibitions	Alterations
2023/24	1510	355	17	39	10
2022/23	1226	166	41	34	23
2021/22+	1101	14	23	32	13
2020/21+	803	1	10	8	16

Business Owner Feedback

Following each Business Fire Safety Check, our crews collect feedback from the business owners. Recent responses show that, consistently, over 90% feel their businesses are better protected from fire following our visit.

Our Protection figures are reported quarterly to the Fire Authority to provide transparency and accountability.



Response

KPIs, which can be found in our Response Strategy, include:

- › The productivity of our people
- › Firefighter availability
- › Firefighter competence
- › Risk reviews and intelligence

HWFRS is continually looking to improve in order to provide the most effective and efficient service possible to our communities, while still delivering value for money to the public purse. As such, a review of our resources was conducted whereby money was redirected from some of the least-used fire engines and reinvested in the front line. We would like to reassure the public that, following the review and extensive research for this CRMP, there has been little or no impact to our capability to respond to emergencies. We will continue to monitor the effectiveness of our response by analysing metrics such as:

- Our response times via our Attendance Performance Measure (APM) Tool
- Our availability via our Quarterly Performance reporting
- Our Competence via our Operational Assurance reporting
- Our staff Welfare via our Culture Dashboard
- The types of incidents we are attending by call-filtering Unwanted Fire Signals (UwFS)

In addition, we will continually monitor the productivity of our workforce, via the introduction of digitised station work-routines and the investment in technology, to ensure we are making the best possible use of our time.

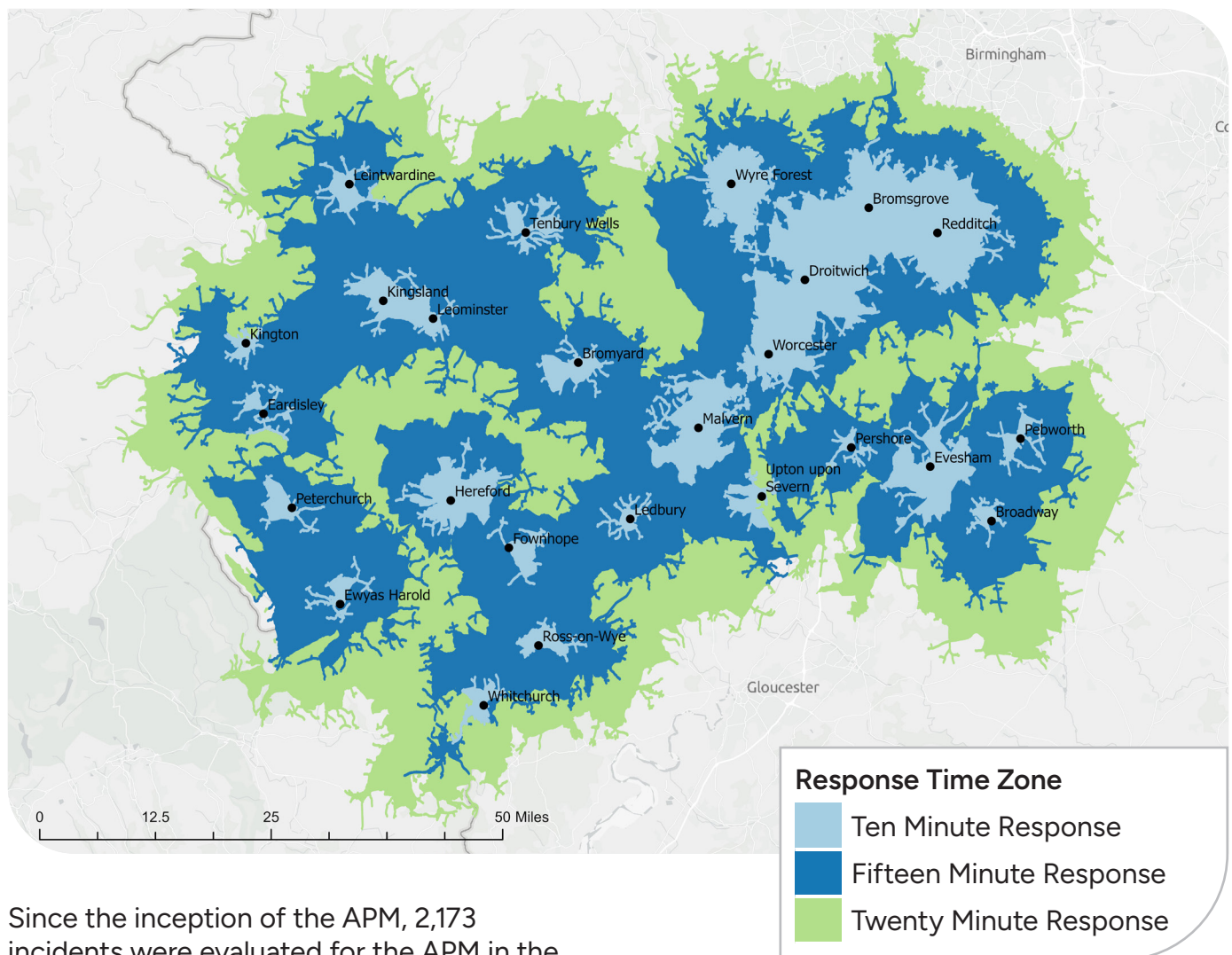


Response Continued

Attendance Performance Measure

The Attendance Performance Measure (APM) is used to assess the Service's response times of fire engines attending incidents and was formally launched on 1 April 2023. HWFRS now evaluates the time taken for the first fire engine to get to a much wider range of incidents and compares that against the expected and realistic travel-time.

The expected travel-time is based on three time-zones, radiating out in concentric circles from each fire-station location. The zones have been mapped to account for different expected response-times determined by distance from a fire station, access roads, topography and the expected turn-out times for both On-Call (six minutes) and Wholetime Firefighters (90 seconds).



Since the inception of the APM, 2,173 incidents were evaluated for the APM in the financial year 2023-24. Of those, 1,711 (79%) met the expected response time.

HWFRS continues to monitor trends in APM targets met and not met and the causes of the delays to establish any seasonality trends and areas we can improve.

Response Continued

Unwanted Fire Signals (UwFS)

Our fire control staff handle around 16,000 calls every year. With this volume of calls it is important they are prioritised to ensure the most efficient and effective use of our resources. UwFS are defined as false alarms from an automatic fire-detection and fire-alarm system that have been passed through to the FRS from remote Alarm Receiving Centres (CFOA Guidance for the Reduction of False Alarms & Unwanted Fire Signals). False alarms are recognised by the NFCC and HMICFRS as diverting available resources away from genuine incidents, at a cost to the community, businesses and the FRS itself.

HWFRS has conducted a robust analysis of the UwFS across our two counties and the types of premises in which they occur, in order to reduce the number of false alarms we attend.

While an effective response is made to all higher-risk premises, for example, where there is a sleeping risk including domestic dwellings and other residential premises, a risk-based call-filtering methodology is now being applied between 08:00 and 18:00 hrs to Automatic Fire Alarms (AFAs) we receive from lower-risk commercial premises such as shops, offices and some factories. This policy allows us to maintain a response to the most vulnerable while improving our availability to attend genuine emergencies.

This approach has already seen a reduction in calls to Unwanted Fire Signals, reducing the impact on the community, businesses and HWFRS. This will continue to be measured, and the attendance at false alarms is expected to decrease over the period of this CRMP.



Response Continued

Productivity

The Authority had begun to look at Wholetime productivity prior to the Spending Review target being established and will be pursuing the national target with the caveat that any prior gains may not be counted against this future target.

The adopted approach has several stages:

- Prior to the start of 2022-23, a study was undertaken to estimate what time was spent on a number of categories of activity to identify what time should be available to undertake Prevention Home Fire Safety Visits (HFSV) and Protection Business Fire Safety Checks (BFSC) activities. This time was to provide individual, targeted actions for each station to improve outcomes.
- Actual activity in 2023-24 (and throughout the life of this CRMP) will be monitored against the initial estimates to ensure productivity is maintained as expected. It will also be used to recognise the impact of increased operational activity or training requirements.
- A review of station routines is conducted to ensure time allocated to various activities is used effectively and efficiently.
- There has also been a significant investment in technology to reduce administrative time of equipment checking.

Response performance is published quarterly to ensure transparency and accountability.



Valuing Our Workforce

To measure and demonstrate the impact of our People Strategy we have a number of KPIs.

KPIs, which can be found in our People Strategy, include:

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

Cultural Audit

In 2022, we commissioned Dr Debra Willoughby to undertake a comprehensive independent [Cultural Audit](#). This was in-line with our EDI workstreams and facilitated to directly inform a Service-wide inclusion training programme.

As part of the Cultural Audit, the research team spoke with 181 members of staff through 19 Focus Group discussions, 26 Face-to-Face One-to-One interviews and 24 telephone/video conferencing interviews. This represents approximately 23% of the workforce, which in the research team's experience is an exceptional response, particularly as the majority of respondents provided open and candid information. Dr Willoughby has been commissioned to undertake a progress review.

94% of respondents stated that HWFRS is on a forward-thinking, positive and progressive Equality, Diversity and Inclusion (EDI) journey. In addition, they were able to provide many credible and validated examples, which are detailed in the main report.

Moreover, the majority emphasised how proud and happy they are to be a part of HWFRS, which is more positive than elsewhere in the FRS sector (as identified by *People Insight* in the Staff Survey). This view was buttressed by significant numbers of respondents asserting that their experiences in HWFRS far surpassed the other fire services they had worked in. For example, a female Firefighter respondent described HWFRS as **'a breath of fresh air, where I felt respected and welcomed'**, another stated that it was **'like the old me was back after three weeks of being here'**; and a minority group respondent stressed that **'it was the first time I was accepted for who I am.'**

The majority also stressed that HWFRS is a **'good' or 'very good'** Service, made up of people who understand its values – and care about the organisation and the communities they work for/with. There is an intent to educate, train, challenge and, when necessary, formally confront and manage any clumsy, inappropriate or unacceptable behaviour. As one middle manager summarised: **'I have a duty to manage any issues that arise. If I don't, I am equally to blame and I believe that it is proper and right.'**

Valuing Our Workforce Continued

People Insight Staff Survey

In 2023 we conducted an extremely positive [staff survey](#), with an excellent participation rate (65%) and an exceptional employee engagement score (84%). The results demonstrate that HWFRS is considered a good place to work, creating a positive employee experience, and that employees are highly committed and proud to work for HWFRS. Employees enjoy working with colleagues and most feel that they belong at HWFRS, including employees from under-represented staff groups.

The feedback is being used to further develop engagement within the workforce, linking into wider cultural organisational development work. The key focus areas for improvement

are Leadership and Communication, Innovation and Psychological Safety, as well as maintaining the excellent 2023 outcomes. The survey will be repeated in 2025 and through the life of this CRMP to re-assess engagement levels.

The staff survey, designed by *People Insight* on behalf of the Service, was conducted to understand how staff feel about working for HWFRS and experiences with us.

Understanding staff better will help us create an environment where staff can perform at their best and thrive. Also knowing where things are going well or getting better is important to help improve over the next five years and further in the future.



Value for Money

KPIs, which can be found in our Productivity and Efficiency Plan, include:

- › Sector-wide 2% target savings.
- › 3% increase in productivity using digitised station work-routines.
- › Delivery and efficiency against reduced funding and real terms spending power.

As part of the 2021/22 Spending Review, the NFCC and the Local Government Association (LGA) proposed that across FRS in England, the fire and rescue sector could create efficiencies equal to 2% of non-pay costs and to increase productivity by 3% by 2024-25. HWFRS sets out how we are meeting these expectations in our [Productivity and Efficiency Plan](#).

Efficiency

The efficiency target as set out in the sector CSR submission was 2% of non-pay budgets, and based on the information in our Productivity and Efficiency Plan, these can be summarized as:

It can be seen from these figures that HWFRS is meeting the 2% efficiencies. We will continue to review our budgets through the course of this CRMP to identify further efficiencies.

	2023/24	2024/25
	Budget £	Forecast £
Running Costs 2023/24	9,270,600	9,270,600
Capital Financing Costs	2,833,000	2,833,000
Inflation provision 2023/24	320,000	320,000
Inflation provision 2024/25		298,800
Capital Financing 24/25		181,000
	12,423,600	12,903,400
2% Target	248,500	258,100

Value for Money Continued

Productivity

The Authority had begun to look at Wholetime productivity prior to the Spending Review target being established and will be pursuing the national 3% target with the caveat that any prior gains may not be counted against this future target.

That being said, by measuring the station work-routines, HWFRS is demonstrating a 3% increase in productivity and will continue to monitor this to identify areas for further improvement.

Using the Home Office Utilization Survey as a measure, the December 2022 base line was:

Prevention & Protection	7.97%	
Operational & Training	38.67%	46.64%
Non-productive	19.53%	
Non-productive-Grey Book	33.83%	53.36%
		100.00%

By June 2023, the Utilisation Survey was already showing an improvement in productivity:

Prevention & Protection	10.92%	
Operational & Training	39.11%	50.03%
Non-productive	18.17%	
Non-productive-Grey Book	31.80%	49.97%
		100.00%

Our financial performance figures are published quarterly at the Audit and Standards Committee.

HMICFRS Improvement Plan

Between May and August 2023, HMICFRS carried out their third inspection of Hereford & Worcester Fire and Rescue Service. [The inspection report](#) was published in November 2023. In the report, the Inspectorate state that they are pleased with the performance of HWFRS and the improvements made since the last inspection, and they would encourage us to continue to make improvement in the areas they have highlighted.

The report contains an assessment of the Service's effectiveness, efficiency and how well it looks after its people. HMICFRS

measured the Service across 11 assessment areas which they hope will encourage Fire and Rescue Services to consider inspection findings as a whole.

In response to the report, we published an [Improvement Plan](#) containing actions which will address the Inspectorate's findings. The Plan includes 31 separate actions across the 11 Areas for Improvement (AFI) highlighted by the inspectorate. The Improvement Plan is routinely monitored and reported to senior managers and the Fire Authority on a quarterly basis and is addressed in the Service's Business Planning.



Glossary Of Risk-Related Terms



Glossary Source:
[NFCC.org.uk](https://www.nfcc.org.uk)

Term	Definition	Source
Absolute risk	Metrics that directly quantify the risk, comparable to accident statistics.	Definition of Risk – Phase 1 Research
Acceptable risk	A risk level from an activity that most people are expected to consider insignificant and adequately controlled.	HSE R2P2 (adapted)
ALARP region	A risk level that should be made “as low as reasonably practicable”, using risk assessment to select appropriate controls.	HSE R2P2 (adapted)
Benefit	Improvement to something valued, such as health, well-being, wealth, property, or the environment.	Definition of Risk – Phase 1 Research
Cause	The reason why an event happens. Includes immediate and underlying causes.	Cambridge Dictionary (adapted)
Community risk	The risk of unwanted events that might occur in the community, which the fire and rescue service aims to reduce. Includes fires, road traffic accidents and other incidents that the fire and rescue service might respond to.	Definition of Risk – Phase 1 Research
Consequence	The outcome of an event. Specifically, the severity or extent of harm caused by an event.	ISO Guide 73:2009 (adapted)
Context	The circumstances that form the setting for an event. Specifically, the activity or setting in which risk arises.	Lexico.com (adapted)
Control	A measure that maintains or modifies the risk. Includes preventive, mitigating and management controls.	ISO 31000: 2018
Corporate risk	The risk of events that might occur in the fire and rescue service. Includes operational risk and other events that might affect the ability of the fire and rescue service to carry out its operations.	Definition of Risk – Phase 1 Research
Decision criteria	Benchmarks that advise on cost/risk/benefit trade-offs.	Definition of Risk – Phase 1 Research
Demand	The pattern of emergency calls for fire and rescue service assistance.	Definition of Risk – Phase 1 Research
Downside risk	The possibility of something bad happening. This the same as “risk” by the definition here.	Definition of Risk – Phase 1 Research
Event	An occurrence or a change of a set of circumstances.	ISO Guide 73:2009
Frequency	The number of events per unit of time.	ISO Guide 73:2009
Group risk	The total risk to a specific group.	Definition of Risk – Phase 1 Research

Glossary Of Risk-Related Terms Continued

Term	Definition	Source
Harm	Unwanted impact (such as loss, damage or injury) on something valued, such as health, well-being, wealth, property or the environment.	ISO Guide 51:2014 (adapted)
Hazard	A potential source of harm.	ISO Guide 51:2014
Hazard identification	The process of recognising and describing hazards.	ISO 31000: 2018 (adapted)
Hazardous event	A potential event that can cause harm.	ISO Guide 51:2014 (adapted)
Incident	An event requiring fire and rescue service assistance.	Definition of Risk – Phase 1 Research
Individual risk	The risk to specific individuals.	Definition of Risk – Phase 1 Research
Likelihood	The chance of something happening. May be described by the probability, frequency or uncertainty of events.	ISO Guide 73:2009 (adapted)
Objective	The thing aimed at. Specifically, what the risk assessment aims to achieve.	Cambridge Dictionary
Operational risk	The risk of unwanted events that might occur to the fire and rescue service while carrying out its operations. Includes firefighter occupational accidents or illness.	Definition of Risk – Phase 1 Research
Opportunity	A potential source of benefit.	Definition of Risk – Phase 1 Research
Perceived risk	Subjective judgement of the risk level.	Definition of Risk – Phase 1 Research
Prevention	Reducing the risk of, and changing people's perception and behaviour towards fire and other hazards.	Definition of Risk – Phase 1 Research
Probability	The chance of occurrence expressed as a number between 0 and 1, where 0 is impossibility and 1 is absolute certainty.	ISO Guide 73:2009
Protection	Enforcing fire safety legislation and providing related advice.	Definition of Risk – Phase 1 Research
Relative risk	Metrics that are proportionate to the risk but not comparable to accident statistics.	Definition of Risk – Phase 1 Research
Response	Responding to fire and rescue incidents.	Definition of Risk – Phase 1 Research
Risk (Non-technical)	The possibility of something bad happening.	Cambridge Dictionary

Glossary Of Risk-Related Terms Continued

Term	Definition	Source
Risk (Technical)	A combination of the likelihood and consequences of hazardous events.	Definition of Risk – Phase 1 Research
Risk analysis	The process of characterising risks, including determining the risk level where appropriate.	ISO 31000: 2018 (adapted)
Risk assessment	The process of recognising and characterising risks and evaluating their significance to support decision-making. Includes hazard identification, risk analysis and risk evaluation.	ISO 31000: 2018 (adapted)
Risk criteria	Benchmarks that define the significance of risk.	ISO Guide 73:2009 (adapted)
Risk evaluation	The process of assessing the significance of risks. Compares the results of a risk analysis with risk criteria	ISO 31000: 2018 (adapted)
Risk identification	The process of recognising and describing risks. For down-side risks this is the same as hazard identification.	ISO 31000: 2018 (adapted)
Risk group	A set of people or assets that could be harmed.	Definition of Risk – Phase 1 Research
Risk level	The magnitude of a risk. Expressed by a risk metric.	ISO Guide 73:2009 (adapted)
Risk management	The process of directing and controlling a service with regard to risk.	ISO Guide 73:2009 (adapted)
Risk metric	A way of measuring the risk level.	Definition of Risk – Phase 1 Research
Threat	Another word for hazard, specifically one that is externally imposed.	Definition of Risk – Phase 1 Research
Tolerable risk	A risk level from an activity that people are expected to bear in exchange for the benefits from the activity.	HSE R2P2 (adapted)
Unacceptable risk	A risk level from an activity that people are not expected to bear whatever the benefits from the activity.	HSE R2P2 (adapted)
Uncertainty	Lack of knowledge about an event, its consequence, or likelihood.	ISO Guide 73:2009 (adapted)
Upside risk	The possibility of something good happening. This is not a risk by the definition here but is admitted in other definitions.	Definition of Risk – Phase 1 Research
Vulnerability	The susceptibility of a risk group to harm from a hazard.	Definition of Risk – Phase 1 Research



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