



HWFRS Annual Service Review 2024-25



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



Unless stated, figures used in this Review are as at 31 March 2025, rounded to the nearest 100 where appropriate. Population and household data are based on Census 2021 estimates.

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Foreword

This Annual Service Review looks back over the last financial year (April 2024 – March 2025) focusing on the main headlines and highlights. It is a reflection on the wide range of work the Fire and Rescue Service does to keep our communities across Herefordshire and Worcestershire safe from fire and other emergencies.

Throughout the year we have provided a 24/7 response to a variety of crises including fires, road traffic collisions and floods.

The Service attended 8,212 incidents during 2024-25, a slight increase of 3% on the previous year. Whilst we did not see the dramatic effects of wild-fires from the summer before, protracted periods of wet weather and storms saw a 3% rise in special service call-outs, including a 9% rise in road traffic collisions (up by 63 incidents), 13% rise in assisting other agencies (up by 37 incidents).

This year's Annual Review clearly sets out the substantial body of work we have delivered to continue to drive excellence throughout the Service – in ourselves and in everything we do.

You'll find out a lot more about the wide range of our work on the [News page](#) of our Website. This Review sits alongside our Annual Service Plan for 2025-26 which you will find on our [Publications page](#). For further clarity, there is now a section in this Review demonstrating the direct correlation between the Service objectives set out in the Annual Service Plan and the work we have done towards achieving them, to contribute to our overall Community Risk Management Plan (CRMP).

Finally, we would like to thank our Members and staff for their continued professionalism and dedication to keeping the communities of Herefordshire and Worcestershire safe.



**Chairman of the
Fire Authority**



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

The Service in 2024-25

Core Purpose

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



689 (757 roles)
Staff Members



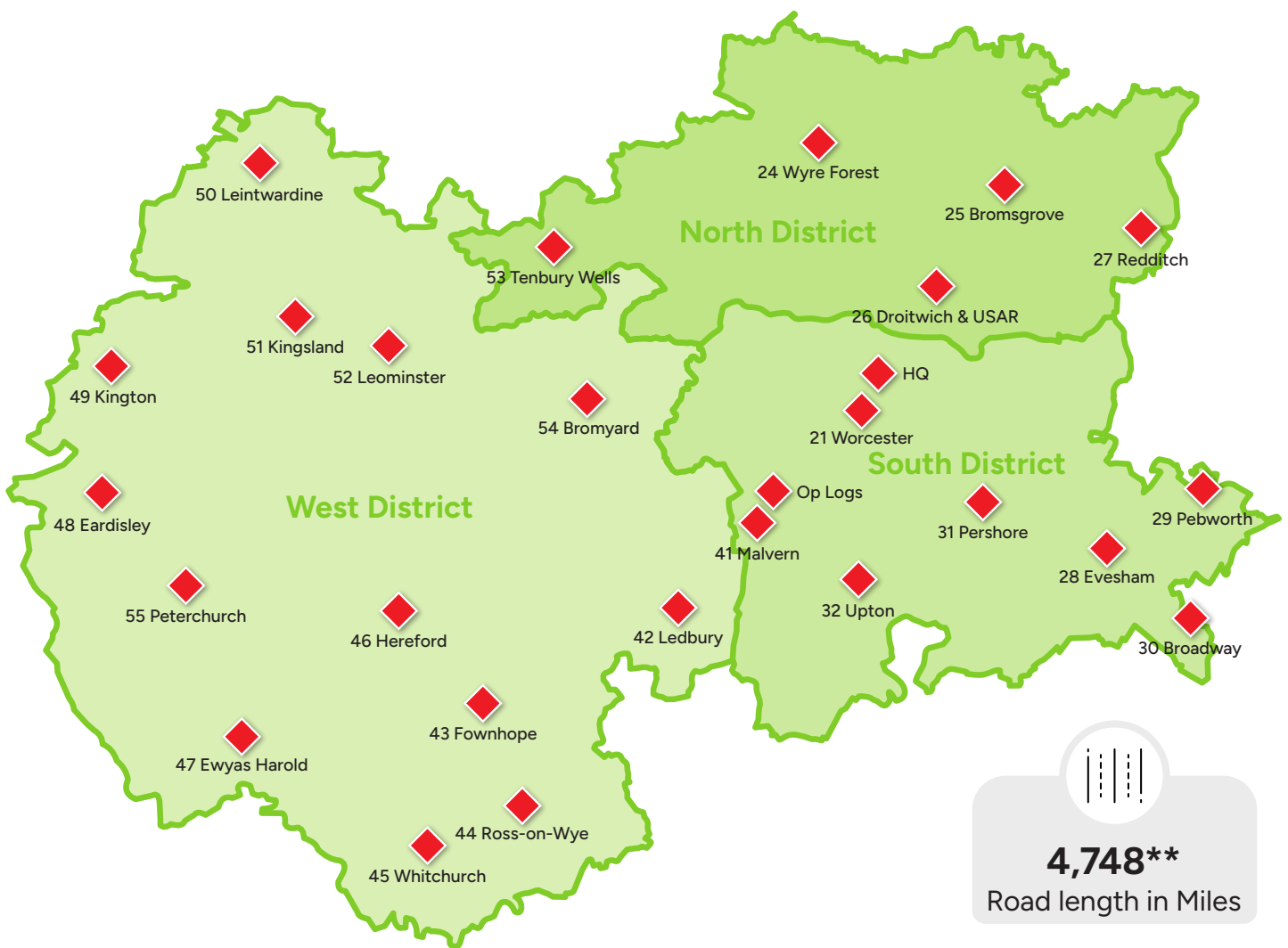
25
Fire Stations



34
Fire Engines



£43.6 Million
Budget



4,748**
Road length in Miles



804,075*
Population



342,760*
Households



392,000
Area in Hectares



41,550*
Businesses

*Office for National Statistics 2024-25

**Department for Transport 2024-25

Our People

Staff Structure

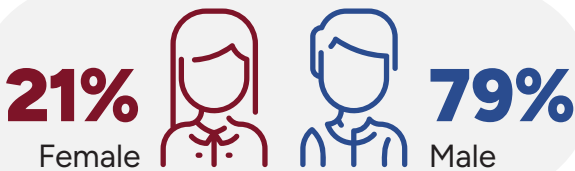
The Service is led by the Chief Fire Officer/ Chief Executive with the support of the Strategic Leadership Board (SLB), made up of Directors and Assistant Directors. The Service employs 689 full-time and part-time members of staff, who work in 757 roles. Firefighters make up approximately 76% of the workforce, assisted by professional teams providing

support and enabling services such as finance, human resources and legal services. The 30 Fire Control firefighters are the frontline for receiving emergency calls and deploying crews to incidents. There are also 20 active volunteers supporting community safety activities.



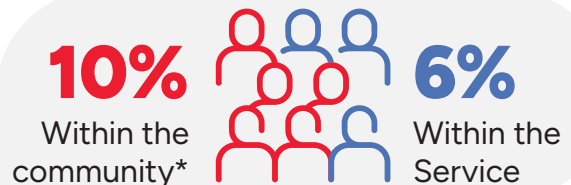
Gender Balance

This is an improvement from the 20% female – 80% male ratio recorded in March 2024.



Ethnic Minority Representation

Ethnic minority representation in the Service shows a 1% increase from March 2024.



Staff Sickness



10.59

days/shifts were lost per person in 2024-25

↑14.9%

an increase compared with 2023-24.

*Census 2021

Our Purpose

Our Purpose, Vision and Mission represents our commitment to putting our communities first, keeping people safe from fire and other risks and protecting the most vulnerable. They underpin everything we do, which benefits us as individuals, the whole Service and everyone in the communities we serve. You can find out more on our [Service website](#).

Purpose

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

Vision

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

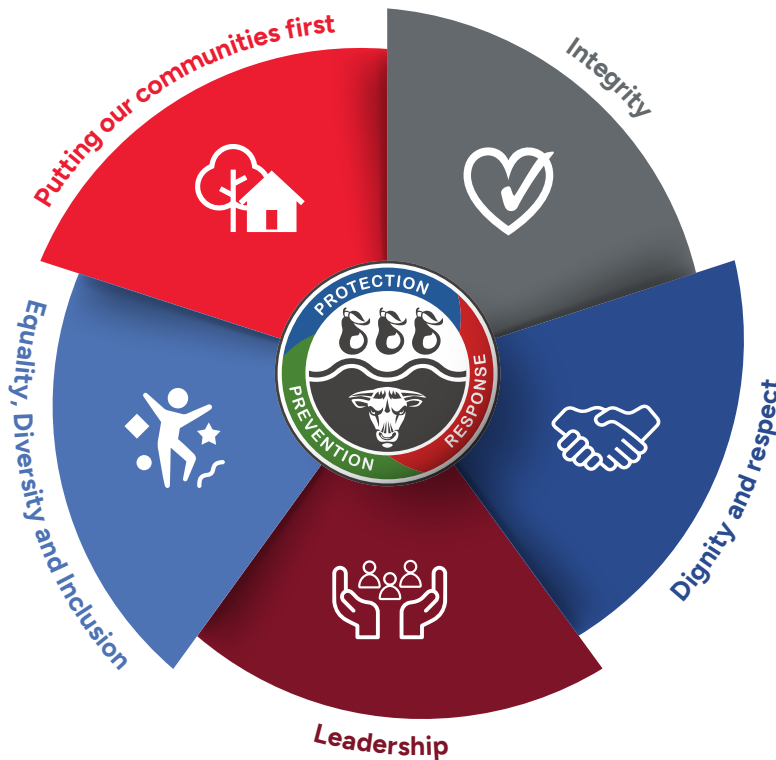
Mission

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

Our Ethical Principles

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

The Core Code of Ethics sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour. These principles are our guiding set of values and help us to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



Putting our communities first



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

Integrity



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

Dignity and respect



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

Leadership



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

Equality, Diversity and Inclusion

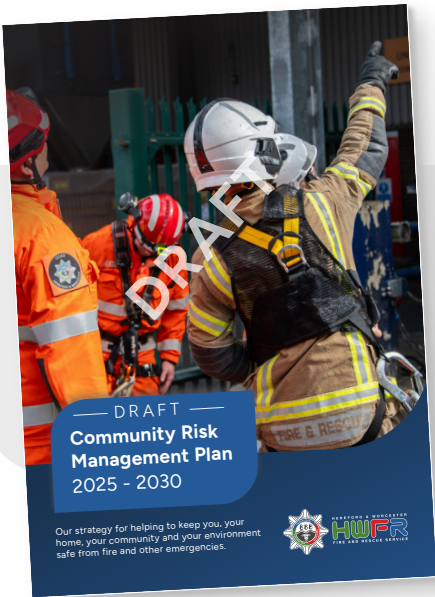


We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

Operational and Organisational Excellence

Our aim is to drive excellence in ourselves and in everything we do, so that we can deliver a highly professional service and maintain high standards.

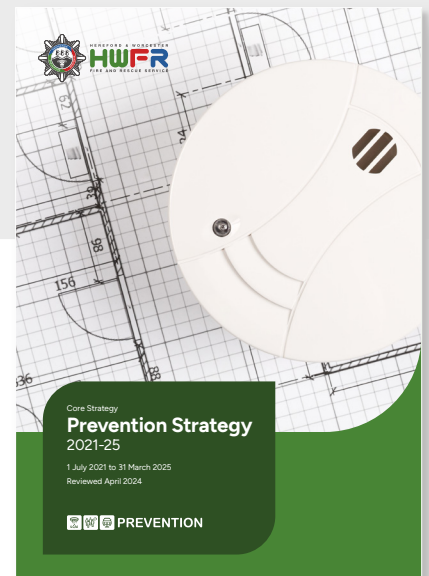
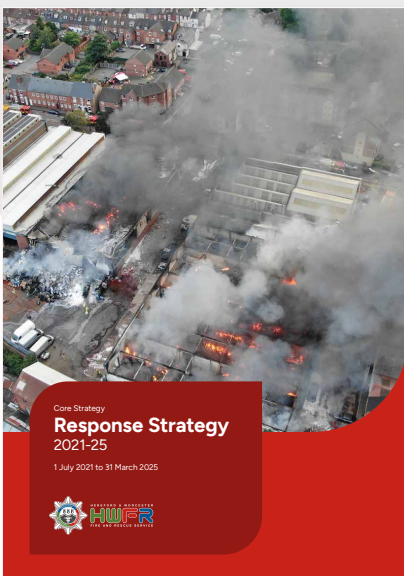
Over the year, we have been working hard to make sure our strategic aims for keeping our communities safe are well-embedded throughout all aspects of our work.



At the heart of our strategic approach is the [Community Risk Management Plan 2021-25 \(CRMP\)](#). The CRMP is our overall strategy for keeping people, their homes, communities and the environment safe from fire and other emergencies with the resources available to us. The new 2025-30 CRMP has completed its public consultation and will be published towards the end of 2025.

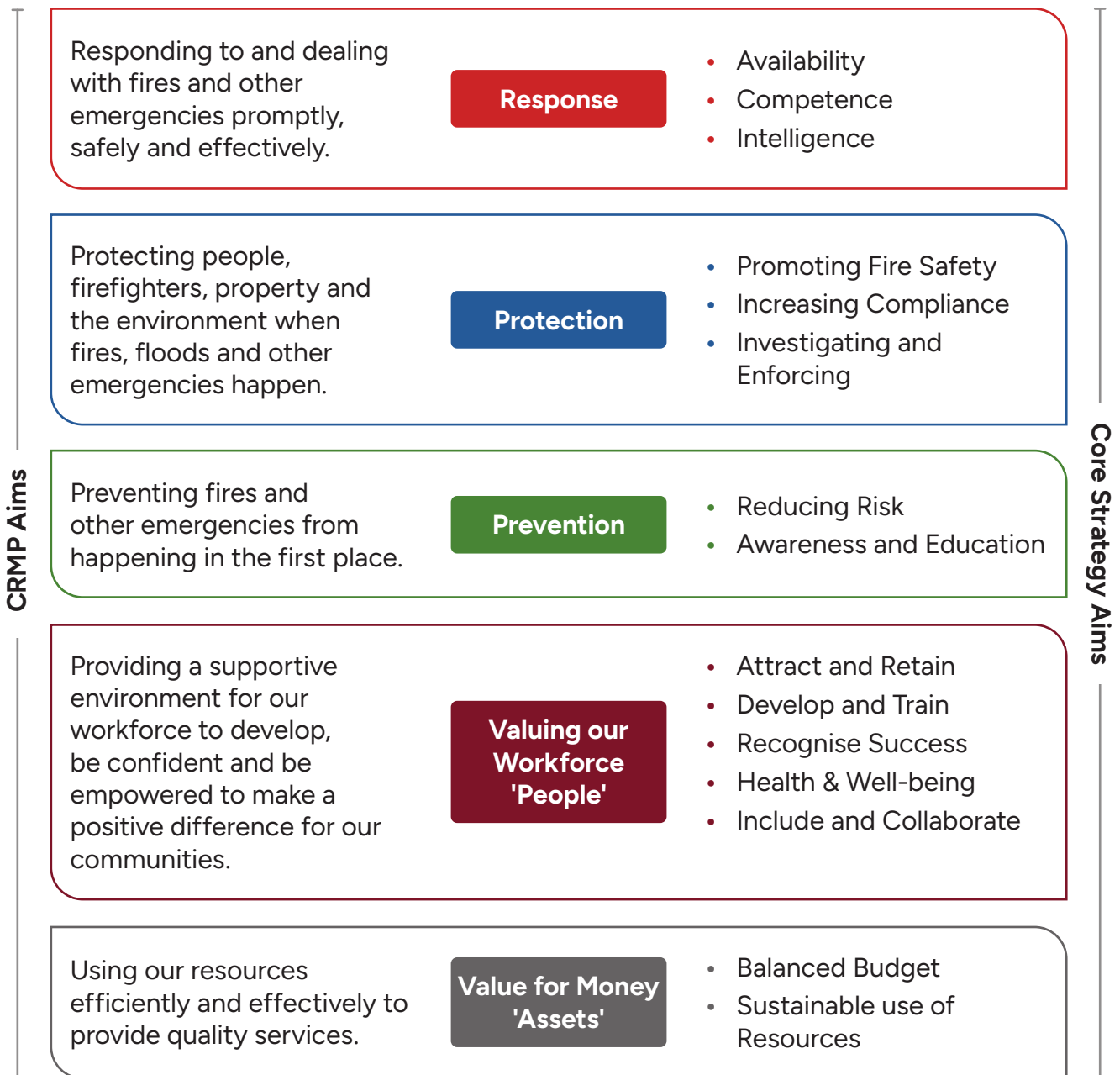
To ensure that we link everything we do to the aims of the CRMP, we have revised our Core Strategies and reshaped the overall structure of the organisation to provide a clear focus on our primary functions:

[Response](#), [Protection](#) and [Prevention](#).



Our Priorities

Our headline priorities are set out in the [CRMP 2021-25](#) and our Core Strategies: [Response](#), [Protection](#) and [Prevention](#). Together they represent our four-year strategy for keeping people, their homes, communities and the environment safe. Supporting them are a host of enabling strategies and plans, including the [People Strategy](#) and the annual Medium-Term Financial Plan. The strategies and plans are available on the Service website, but the following diagram highlights the main areas of focus for our work.



Focusing on Excellence

Our aim is to drive excellence in ourselves and in everything we do. Here is how we have been driving organisational and operational excellence over the year.

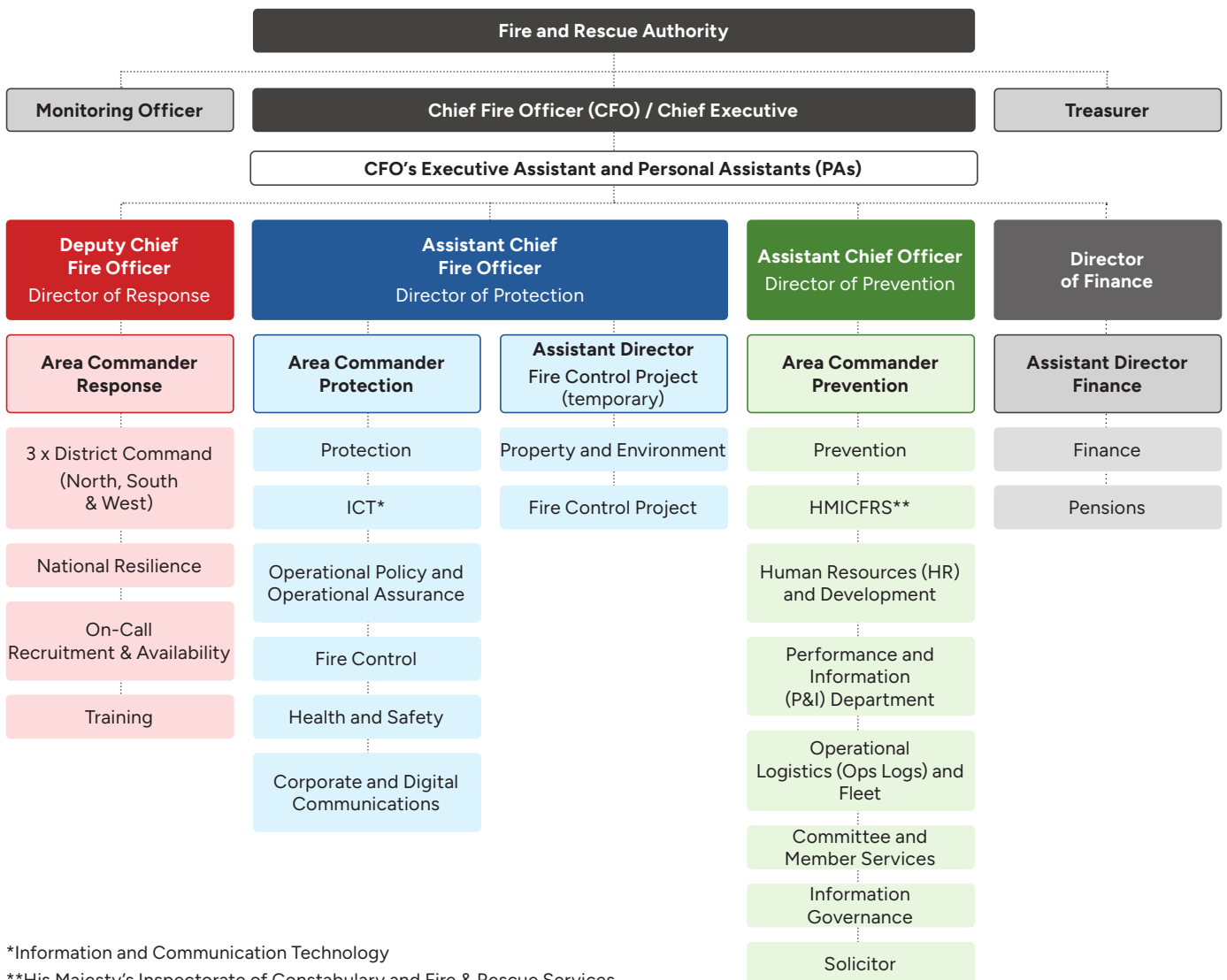
Leadership

The Strategic Leadership Board's (SLB) primary focus is on leading, managing and driving the Service's core and enabling strategies to implement the strategic direction of the Fire Authority.

This focus has now been broadened and evolved into a Senior Management cohort to include more than 50 middle managers. By continuing to invest in senior management engagement the leaders of the organisation

have had the opportunity to listen and engage with guest speakers and reflect on their personal impact and contribution to the organisation.

One session held in November focused on Leadership, Culture and Digital Transformation in the Service. Interactive workshops on Leading Yourself and Leading Others provided an opportunity for the Senior Managers to develop their natural leadership qualities and reflect on how they can continually improve.



*Information and Communication Technology

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

Focusing on Excellence

Response

In responding to emergencies and other incidents, we aim to ensure that we are making the best use of our available resources and funding, to assure our communities that we are providing the most effective service possible across Herefordshire and Worcestershire. Our Response Strategy's core foundations are availability, competence and intelligence, which means that we are focused on having the right assets available, at the right time with effective firefighters that have access to accurate, relevant and timely operational risk information.

The Resource Review proposal was agreed and signed off by the Fire Authority and we are already reinvesting in our frontline services. Early analysis has seen a cost saving in overtime payments with negligible impacts on attendance times. The research for the CRMP 2025-30 provides in-depth analysis of risk across our communities and has identified that we can resource our mitigating measures appropriately.

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. Consolidating the data and continually monitoring this information has informed areas of best practice and allows opportunities to improve where attendance falls outside the expected response times. Early arrival at incidents minimises the impact on our communities, businesses and the environment that and allows us to deal with incidents with a safer and more effective use of firefighting and rescue tactics.

We continue to see the effects of climate change in extended periods of wetter weather increasing the amount of water-related incidents and rescues that we attended during 2024 and into 2025. The Service attended 8,212 incidents during 2024-25, a slight

increase of 3% on the previous year. Whilst we did not see the dramatic effects of wildfires from recent summers, protracted periods of wet weather and storms saw a 3% rise in special service callouts, including a 9% rise in road traffic collisions (up by 63 incidents) and a 13% rise in assisting other agencies (up by 37 incidents). We have increased our water response capability across the Service and continue to invest in Water First Responder (WFR) units, with an aim to have a water asset on every fire station in 2025.

As a Service we continue to ensure fire and emergency cover arrangements are appropriate to meet current and emerging risks. Our CRMP for 2025-30 has been through its Public Consultation and will be published in October 2025. It closely follows the National Fire Chiefs Council (NFCC) Guidelines and Definitions of Risk which define risk in Dwelling Fires and Road Traffic Collisions to ensure that we provide an effective and professional response, putting our communities first.



Focusing on Excellence

Protection

The total number of inspections of complex premises completed by the Protection Department in 2024-25 was 1,181, exceeding their annual target of 1,000. Operational crews completed 352 inspections, which also exceeded their target of 350. In addition, qualified Flexi-Duty Officers also completed 30 Inspections, making the total number of Fire Safety Inspections 1,563 for 2024-25.

The Service has continued to build on His Majesty's Inspectorate of Constabularies and Fire and Rescue Services' (HMICFRS) judgement that the Service is 'good at protecting the public through fire regulation'. This has been underpinned by continued staff development, staff retention and effective succession planning. The Service has also

maintained a proactive response to significant events, such as changes in fire safety legislation, new initiatives such as reducing unwanted fire signals and our response to national events, including the Grenfell Tower fire.

The Service has also been recognised by HMICFRS for its promising practice for our work with partner agencies to jointly target risk. We have developed this further in 2024-25, increasing our sharing of risk information and joint working to promote and enforce fire safety compliance, which directly supports public safety.



Focusing on Excellence

Prevention

We have continued to develop and improve all areas of our Prevention services, including the expansion of Your Impact, our road safety education programme delivered to reduce death and serious injury amongst young drivers. We have also worked in collaboration with our partners to deliver targeted road safety interventions to other at risk road users such as mature drivers and young people from other at risk groups.

The number of Home Fire Safety Visits (HFSVs) completed was 7,219 with just over half of those being referrals received from our partners. 92% of those HFSVs were completed in the homes of those individuals who had a vulnerability or other risk factors identified.

The Service has developed an Evaluation Framework for its Prevention activity, and this is monitored and reviewed to demonstrate continuous improvement through quality assurance and evaluation of the effectiveness of our prevention activities.



Focusing on Excellence

Valuing our Workforce

Everything we do is underpinned by the national Code of Ethics for Fire and Rescue Services. This ensures the services we deliver are inclusive, professional, and maintain the trust and confidence placed in us by our communities.

We continue to advance our People Strategy, with a clear focus on placing our people - and the communities we serve - at the heart of everything we do.

We have continued to build a culture that values inclusion, wellbeing and professional

growth, supporting and equipping our workforce to meet the evolving needs of the Service. Through meaningful engagement with our Culture & Ethics Steering Group, we continue to put the principles of the Core Code of Ethics into practice and reinforce our commitment to high professional standards.

Our aim is to enhance the experience of our staff but also ensure we continue to deliver the high standards our communities rightfully expect.



Focusing on Excellence

Value for Money



Assets

Planning applications for a new Hereford Fire Station have been granted as well as the new Strategic Training Facility at Leominster. Both the new Redditch and Broadway Fire Stations are now operational.

In line with the Environmental Sustainability Plan we have now completed around 95% of our actions in our five-year 2021-2025 plan and a new plan is to be developed at the end of this year.

All our new Fire Stations have extensive modern energy efficient measures and we now have two On-Call stations (Tenbury and Upton), which through government funding are now heated solely with renewable electricity instead of gas, which has reduced their carbon emissions by 25 tons per year. Additionally, we have plans to apply for further government funding to reduce carbon emissions at other fire stations in the future and could further reduce emissions by an estimated 65 tons of carbon emissions per year.

We have also reduced our waste, plastics and harmful chemicals with the help and leadership of the staff at Operational Logistics and plan to insulate and improve how we heat many of our other older buildings in the next few years.

Regarding our vehicles, we have now fitted Electric Vehicle charging points at a number of locations across both counties and we already have some fully electric vehicles in use across the Service in non-emergency response roles.

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 of Prevention, Protection and Response. As part of the delivery of the Digital and Data Strategy, we continue to integrate digital solutions into ways of working. Full adoption of Microsoft 365 across the organisation is leading to the creation of a modern workspace with enhanced IT accessibility improving productivity, efficiency and communication.

The Year In Numbers

Response



8,212

Total Incidents Attended

↑ 3% Increase
(206 incidents)



17,010

Calls to Fire Control

↑ 5% Increase
(798 calls)

The total number of incidents attended was 8,212 including 70 incidents outside the Service's operational boundaries (18 fires, 24 special services and 28 false alarms). A increase of 3% was largely attributed to a rise in the number of fires attended (9%, 126 incidents).

Note that calls now include duplicate calls for some incidents reported.

Detailed statistics below are provided excluding incidents that occurred outside Service's area.



1,593

Fires

↑ 9% Increase
(126 incidents)



1,107

Accidental Fires

↑ 3% Increase
(29 incidents)



486

Deliberate Fires

↑ 25% Increase
(97 incidents)



546

Primary Building Fires

↓ 3% Decrease
(17 incidents)



625

Outdoor Fires

↑ 16% Increase
(85 incidents)



50

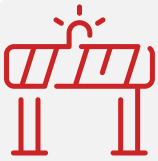
Non-Fatal Casualties
from Fire Incidents

↑ 6% Increase

While there were 7 fire fatalities in 2024-25, the fire fatality rate in Herefordshire and Worcestershire remained low at **0.87 per 100,000** population.

The Year In Numbers

Response Continued



2,651

Special Service Incidents

↑ 3% Increase
(82 incidents)



728

Road Traffic Collisions

↓ 10% Decrease
(69 incidents)



188

Flooding Incidents

↓ 16% Decrease
(36 incidents)



325

Assisting Other Agencies

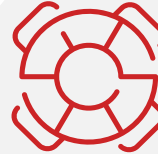
↑ 11% Increase
(32 incidents)



137

Animal Rescues

↑ 8% Increase
(10 incidents)



125

Rescues from Water

↓ 18% Decrease
(28 incidents)



3,898

False Alarms

↓ 0.4% Decrease
(17 incidents)



2,913 False Alarms
due to Apparatus

↓ 5% Decrease
(151 incidents)



908

Good Intent False Alarms

↑ 13% Increase
(107 incidents)



77

Malicious False Alarms

↑ 54% Increase
(27 incidents)

The Year In Numbers

Protection



1,566

RBIP */ Visits Post Fires



446

Building Reg.
Consultations



24

Enforcements



370

Licensing Applications
Completed



61

Fire Investigation



46

Media Campaigns



12,045

Number of followers on our main Facebook corporate pages



*RBIP = Risk-Based Inspection Programme

The Year In Numbers

Prevention



7,218

Home Fire
Safety Visits



3,515

Referrals from
External Agencies



170

Safeguarding Referrals



27

Firesetter Referrals



Incident Breakdown by District

North District (Worcestershire)



352,100

Population



149,259

Households



3,326

Incidents attended



672

Fires



999

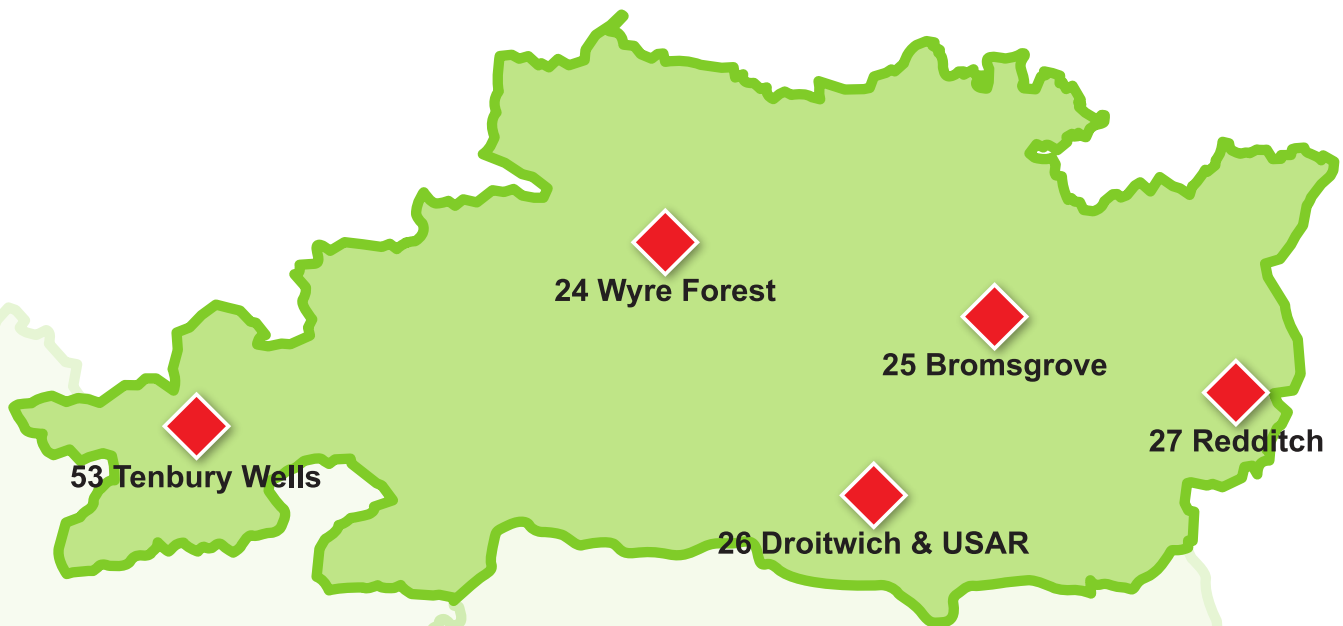
Special Service Incidents



1,655

False Alarms

North District covers 180 square miles across northern Worcestershire with the majority of people living in the towns of Redditch, Kidderminster, Bromsgrove and Droitwich. It has five fire stations, the busiest of which during the year was Wyre Forest attending 1,409 incidents or 42% of incidents in the District.



Note: population and household estimates are based on HWFRS District area so do not precisely match Local Authority District Council boundaries.

Incident Breakdown by District

South District (Worcestershire)

South District covers 490 square miles with most people living in the city of Worcester and the two towns of Malvern and Evesham. It is served by six fire stations including Worcester, the busiest station in the two counties, attending 1,466 incidents or 53% of incidents in the District during the year.



261,600

Population



112,639

Households



2,778

Incidents attended



553

Fires



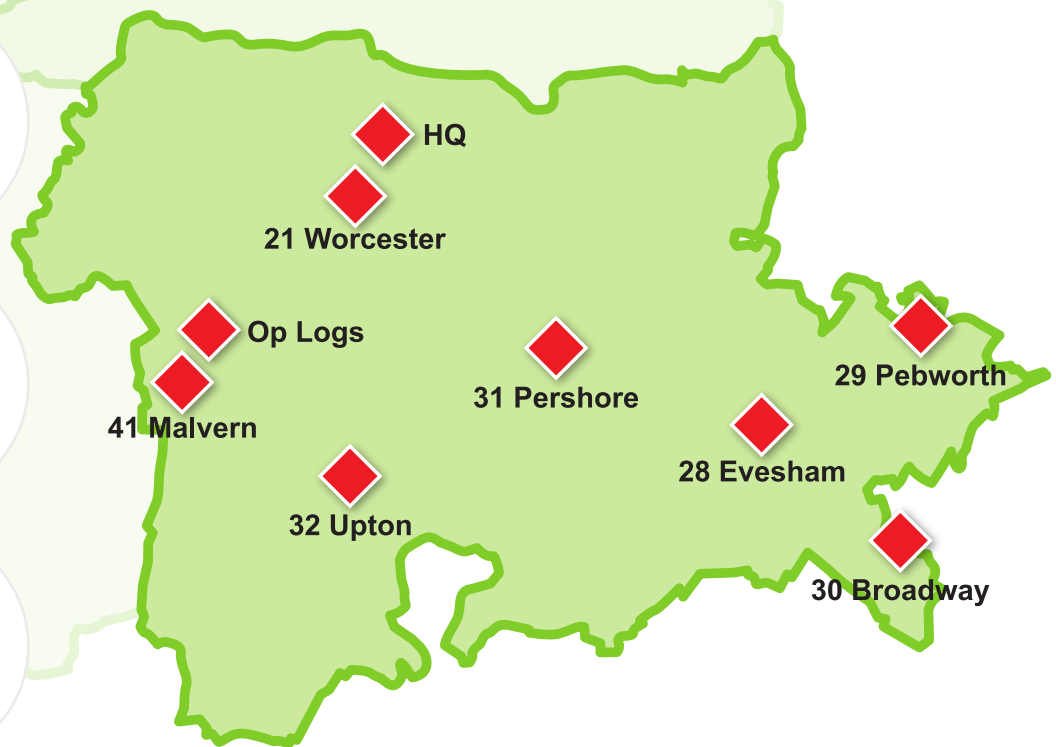
875

Special Service Incidents



1,350

False Alarms



Note: population and household estimates are based on HWFRS District area so do not precisely match Local Authority District Council boundaries.

Incident Breakdown by District

West District (Herefordshire)



189,890

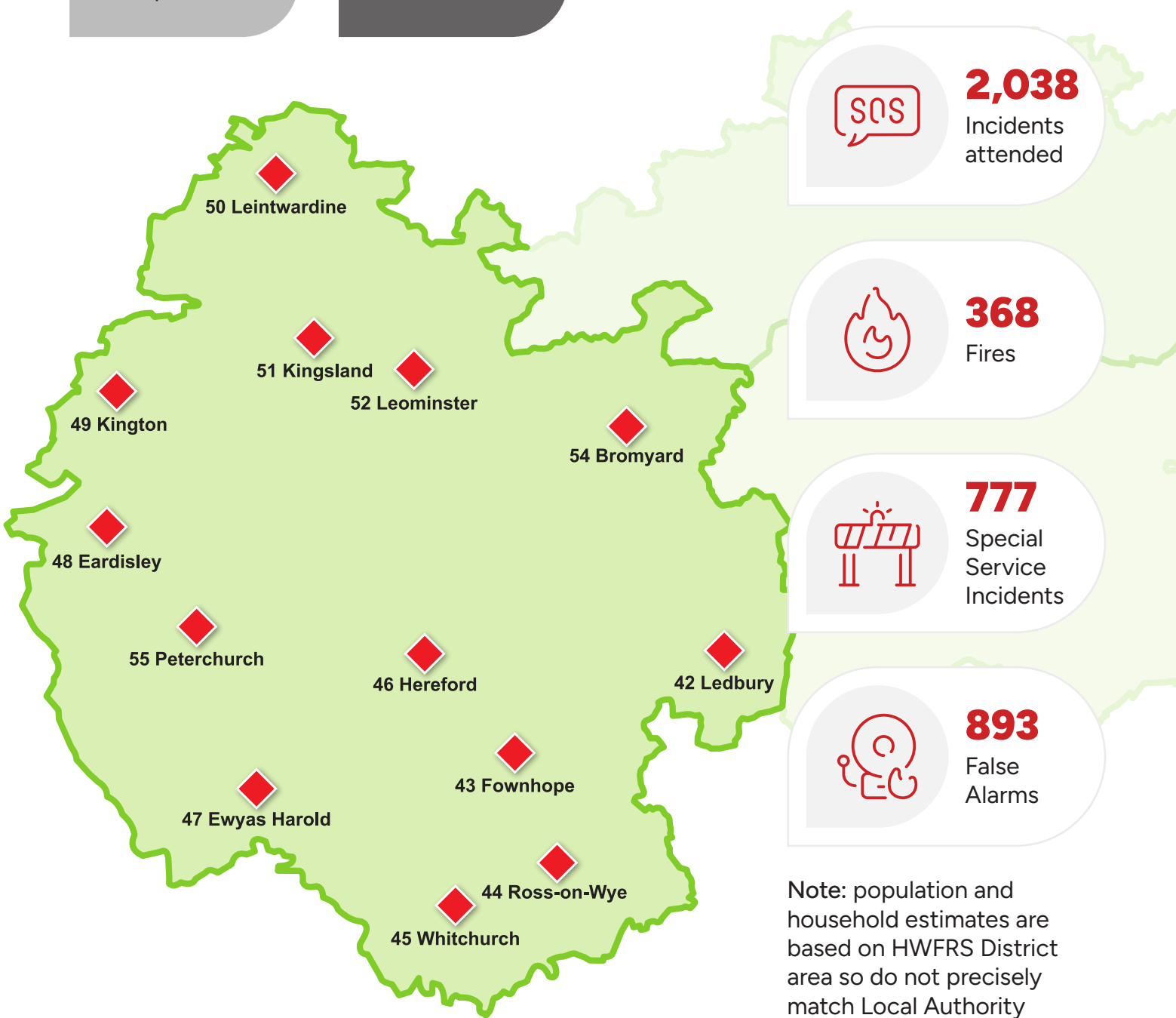
Population



80,853

Households

West District covers the whole of Herefordshire. About a third of the population live in the city of Hereford, with most people living in smaller communities across the rural county. It has 13 fire stations, the busiest of which was Hereford attending 974 incidents or 48% of incidents in the District.



2,038

Incidents attended



368

Fires



777

Special Service Incidents



893

False Alarms

Note: population and household estimates are based on HWFRS District area so do not precisely match Local Authority District Council boundaries.

Delivering our 2024-25 Service Objectives

In our [2024-25 Annual Service Plan](#), we set out a number of objectives we wanted to achieve over the year. The objectives were designed to provide a priority focus on what we were going to do in 2024-25 towards delivering our CRMP 2021-25 and our Response, Protection and Prevention Core Strategies.

The following sections report on what we said we would do and what we did.

Response

What we said we would do in 2024-25:

What we did:

Resource Review

- Recommendations were made to change the way in which we resource our response model to provide an effective and sustainable service to our communities. The reinvestment is focused on making the best use of our available resources and funding to assure the Fire Authority, stakeholders and our communities that the Service is providing the most effective service possible across Herefordshire and Worcestershire.
- The review aligns with the core principles of the current CRMP and the Response strategy.
- The Resource Review proposal was agreed and signed off by the Fire Authority and we are already reinvesting in our frontline services. Early analysis has seen a cost saving in overtime payments with negligible impacts on attendance times. The CRMP 2025-30 provides in-depth analysis of risk across our communities and has identified that we can resource our mitigating measures appropriately.
- This continual assessment of our resources ensures that we are providing the most efficient services possible and the best value for money for our communities.



Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

Specials Review

- There has been a review of the special appliances and resources across the Service, focusing on the locations of incidents, types of incidents attended and the staffing model that enables the effective use of those resources. In 2024-25, recommendations will be made to relocate or utilise special appliances that are appropriate to meet current and emerging risks. This will include working with National Resilience (NR) to trial new emerging technology, appliances and equipment to tackle the most likely fire and rescue risks.
- Following a review, the Incident Command Unit has been relocated to Malvern to ensure availability and resilience. The drone capability remains at Ledbury in a bespoke vehicle.
- The Service has moved away from the current two-team model and moves towards a single animal rescue model/unit. To achieve this a dedicated AR Vehicle is now located at Bromyard to ensure availability of Animal Rescue capability without having a detrimental impact on fire cover in the Bromyard area.
- Investment has been made in the Rope Rescue capability at Malvern to ensure compliance with the governing body, investing and focusing on the provision of a single specialist located closest to the primary risk.
- The Aerial Ladder Platforms and Water Carriers are currently under review in line with the Asset and Response strategies and in conjunction with the Fleet and Equipment Steering Group.
- The Land Rovers have been enhanced with wildfire equipment (new misting systems and back-pack pumps with 25mm hose plus water bowsers at Wyre Forest and Hereford Fire Stations).
- National Resilience is currently in the process of identifying replacement vehicles and equipment as part of the New Dimensions 2 roll out.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

Response Strategy

- We are continually reviewing our response plan analysing our internal and external operating environments, as emergent themes are evolving. The priorities are based on our Response Strategy and CRMP. We will be evaluating and consulting on the next CRMP process, shaped by the definition of risks identified across our two counties. That will determine the future direction of our Response Strategy.
- The draft CRMP 2025-30 follows the NFCC guidelines closely and utilises their risk methodologies. The main document is supported by 11 research documents which provide definitions of risk for Dwelling Fires, Road Traffic Collisions and Water Incidents. Our Response Strategy is continually reviewed against the objectives of the CRMP.

Day Crewing

- The Day Crewing Duty System has been implemented at Evesham, Droitwich and Malvern Fire Stations, providing a robust and resilient emergency service to the communities in those locations, during the day and at night. These stations provide fire appliances and specialist teams including boat crews, rope teams and other specialist rescue teams.
- The Day Crewed system continues to provide a resilient crewing model which guarantees appliance availability to our communities.

Over Border Exercising Strategy

- A strategy will be developed to ensure effective Service Delivery in planning, preparedness and essential practical training for foreseeable risks, providing the ability to deliver timely, reliable and resilient cross border operational capabilities.
- While providing high quality operational support is critical, it is also important to ensure the maintenance of well-practised communications, plans, processes and logistical support, ensuring sharing of systems and equipment where appropriate and possible.
- The overarching cross-border exercise strategy has been written and shared with our regional partners. The strategy outlines how we will exercise with our partners.
- The strategy assures the Service that exercise objectives are in line with CRMP risks and that learning is recorded, shared and actioned.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

Maintain the roll out of Water First Responder Training and Equipment

- There is a continuous programme of operations to ensure the successful completion of water first responder training, equipment and infrastructure at all our fire stations to ensure that we are ready and equipped to meet the requirements of our communities in times of flooding.
- While Fire and Rescue Services have no statutory duty to respond to flooding and water incidents, HWFRS has listened closely to the needs of our communities and has reacted accordingly. The successful roll-out of Water First Responder training and equipment continues across the organisation meaning that every fire station will have the capability to respond to water incidents and that we can deliver competent personnel with the right equipment to our communities faster.

Capital Build Programme

(Hereford, Redditch, Broadway, North Hereford Strategic Training Facility)

- The official opening of our new fire stations will be held during 2024 at Broadway and Redditch. Plans are approved for our new buildings at the North Hereford Strategic Training Facility in Leominster and also the new fire station in Hereford. These new facilities will be better placed to meet the needs of our firefighters in training and responding to incidents in our communities.
- Both our Broadway and Redditch Fire Stations are now open and fully operational.
- A new Working from Height facility has been delivered at Ross-on-Wye Fire Station.
- Hereford crews are now occupying the temporary facility while the demolition of the old station and the construction of the new station commences.
- Planning permission has been granted for a North Herefordshire Training Facility, to be co-located at Leominster Police Station, providing training facilities across the whole Service area.

Delivering our 2024-25 Service Objectives

Continued

Protection

What we said we would do in 2024-25:

What we did:

Risk Based Inspection Programme

- We will deliver departmental and operational Risk Based Inspection Programme targets, including providing training and support to operational staff working towards Fire Safety qualifications.
- The Protection department completed 1,181 Fire Safety Inspections in 2024-25, exceeding the Service target of 1,000 in this time. In addition, frontline operational staff, trained to the Level 3 Fire Safety standard, also completed 352 Fire Safety Inspections of less complex buildings, exceeding their target of 350 for 2024-25. Our inspection programme was recognised by HMICFRS and has focused on the highest risk buildings, consistently good quality audits and effective quality assurance processes. In addition, the innovative use of industry data to gain a better understanding of our current and future risk, was recognised by the NFCC (the professional voice of UK Fire and Rescue Services) in 2025.

Fire Safety Compliance

- We will work pro-actively with businesses to ensure compliance, including the effective management of Enforcement and Prohibition Notices and the prompt and proportionate use of prosecution powers where necessary.
- HMICFRS recognised that the Service is good at taking enforcement action, where appropriate, to reduce risk. They also found that we consistently use our range of enforcement powers and prosecute where appropriate. In 2024-25 the Service issued 46 Prohibition Notices (PN) and 24 Enforcement Notices (EN) to businesses. The Service continues to work pro-actively with businesses to ensure adherence to fire safety legislation designed to keep people safe from fire. This approach has resulted in 41 PNs and 17 ENs being withdrawn by the Service in 2024-25 as businesses complied with the requirements of our notices.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

Intelligence Based Inspections

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

- Our multi-agency intelligence-based inspection programme considers local or national fire trends and local or national non-compliance trends linked to the Fire Safety Order. In 2024-25 we have completed 45 multi-agency fire-safety inspections targeting public safety. This approach, of jointly targeting risk with partner agencies, was recognised as promising practice by HMICFRS.

Unwanted Fire Signals

- We made a commitment to commence a review of how we respond to unwanted fire signals and act on report outcomes. This will ensure that we effectively manage the burden of false alarms.

- In September 2024, the Service implemented new response arrangements to Unwanted Fire Signals (UwFS), following an extensive review and public engagement. This involved introducing a risk-based call-filtering methodology to reduce the number of UwFS incidents attended by the Service. Specifically, this involves call challenging Automatic Fire Signals between 08:00-18:00 hrs for lower risk commercial premises, such as shops and offices. The Service are on track to achieve the target of reducing our attendance at 332 UwFS incidents every year. This means that fire appliances are available for genuine incidents more often.



Delivering our 2024-25 Service Objectives

Continued

Prevention

What we said we would do in 2024-25:

What we did:

Home Fire Safety Visits (HFSV) and Partnership Working

- In 2023-24, the Service completed 7,660 HFSV and of these 3,243 visits were generated by referrals from our partners. We will continue to work with local partners to promote our services and work collaboratively to identify the most vulnerable people in our communities by targeting those individuals who are most at risk of fire, as identified in the Definition of Risk for Dwelling Fires. We will also promote our services and campaigns by exploring the use of new digital technology to improve the way we deliver our safety messages.
- The Service completed 7,218 Home Fire Safety Visits (HFSVs) and a large proportion of these referrals were received from our partners.
- The Prevention team supported various local events to promote fire safety and has worked with partners to promote the Services we can offer and how we can support them.
- The team has delivered presentations to key stakeholders to promote greater partnership working and to highlight opportunities to identify individuals most vulnerable within our communities, as set out in the Service's Definition of Risk for Dwelling Fires. This has enabled us to work collaboratively to identify those individuals who are most at risk of fire.

Water Rescues and Flooding

- We will work alongside partners to reduce the number of deaths and serious injuries in or around water by providing water safety advice and flooding awareness to reduce the number of drownings. We will use data from the Service's Definition of Risk to identify the individuals and groups mostly likely to be affected by water incidents along with supporting partnership campaigns and targeted events.
- We have collaborated with partners to assist with the reduction in the number of deaths and serious injuries in or around water by providing water safety advice and flooding awareness to reduce the number of drownings. We delivered a joint community event with the Royal Lifesaving Society (RLSS) during Drowning Prevention Week, highlighting the dangers of swimming in open water to young people and supported water-related campaigns. To articulate our commitment we have updated the Prevention Strategy to include Water Safety.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

Road safety

- We will work collaboratively with partners to promote and expand the Your Impact road safety programme delivered to Year 10 students in schools. We will gather feedback and evaluation from schools and partners to assess the effectiveness of the delivery model and make improvements where appropriate. We will also deliver targeted road-safety interventions to other road users such as mature drivers with the aim of reducing deaths and serious injuries on our roads.

- We promoted the Your Impact Road Safety programme and the number of students who have received this input has increased from last year. Following feedback and evaluation gathered from schools, students, teachers and partners we made improvements to the delivery model. We have also worked with partners to deliver targeted road-safety interventions to other road users such as mature drivers with the aim of reducing deaths and serious injuries on our roads.

Evaluation

- We will continue to ensure continuous improvement through quality assurance and the evaluation of the effectiveness of our prevention activities. We will further embed the HFSV behaviour change evaluation process by monitoring and reviewing, to demonstrate continual improvement.

- We have embedded the HFSV behaviour change evaluation into our practice and a Snapshot is produced on a quarterly basis, highlighting areas individuals have changed as a result of the intervention delivered at a HFSV. An Evaluation Framework for Prevention activity has been developed, and this is monitored and reviewed to demonstrate continuous improvement through quality assurance and evaluation of the effectiveness of our prevention activities.



Delivering our 2024-25 Service Objectives

Continued

Valuing Our People

What we said we would do in 2024-25:

What we did:

People Strategy 2022-25

- We will continue to deliver the People Strategy 2022-25 to support the delivery of the Response, Protection and Prevention Strategies and the CRMP 2021-25.
- We continued to progress and deliver our People Strategy Action Plan to support the core organisational strategies and the CRMP. It is kept under continual review to inform future ways of working.

Culture and Inclusion

- We aim to continue to develop our culture by making our strategic intent more explicit through a Cultural Statement of Intent, to support the Service in continuing to improve and foster an inclusive, safe culture and making equality, diversity and inclusion the fabric of the organisation.
- We aim to complete a bespoke and specialist inclusion training programme for all staff at all levels.
- We have continued our journey to evolve our culture by making our strategic intent more explicit through our Cultural Statement of Intent and "Our Culture is You" branding. This Statement supports the Service in continuing to improve and foster an inclusive, safe culture where equality, diversity and inclusion (EDI) is the fabric of the organisation.
- In partnership with ioda Ltd, EDI specialists, we delivered a Service-wide EDI Training Programme designed to integrate key findings from our independent cultural audit. This achieved a 97% participation rate, with staff rating the training 4.5 stars out of 5 overall.
- A new independent and confidential reporting line provider – Safecall - has been launched for all staff to provide a safe space to raise concerns within the workplace. The improved service is now available 24 hours a day, 365 days of the year.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

Health and Resilience

- We will deliver Year 2 of the Mental Health at Work Commitment action plan to improve the health and well-being support available for staff.

- In line with our action plan, we launched a free Backup Buddy well-being app for all staff, their family and friends to access. The app provides practical advice on a wide range of topics such as bereavement, trauma, menopause, well-being, physical exercise, diet, sleep and more, with 24-hour access to immediate help and support.

Unlocking Potential

- We aim to develop a clear roadmap for developing our people and unlocking their potential in support of our cultural journey and continue to invest in the development of our staff in their roles and their future career aspirations.

- We have developed a framework for developing our people and unlocking their potential and continue to invest in the development of our staff in their roles and their future career aspirations.



Delivering our 2024-25 Service Objectives

Continued

Value For Money

What we said we would do in 2024-25:

What we did:

Maintain a balanced and sustainable budget

- We will invest in new ways of working through up-front investment to develop a clear path to more efficient working in the future.
- We will invest in new systems and review how we use our current assets to ensure they offer best value in the future.

- Throughout 2024-25, we continued to make upfront investment in the project work detailed in this review such as ICT, delivering new work wear across the organisation, investing in new Breathing Apparatus (BA), new equipment tracking to drive efficiency and the ambitious Capital Build project.

Capital Build Programme

- We will be commencing the demolition and build of the new Fire Station in Hereford. The new Redditch Police and Fire Station is scheduled to open by the end of 2024.

- We have gained planning permission for the new Fire Station on St Owen's Street and a temporary site on Mortimer Road for 18 months while the demolition and construction work commences for the new station.
- The new Redditch Police and Fire Station is now open and fully operational.

Breathing Apparatus (BA)

- Following a regional procurement process, the Service has invested in new BA sets for operational crews. These utilise the most up-to-date technology and will be fully integrated into the Service by the end of 2024-25.

- The new MSA BA sets have been rolled out across the Service via a collaborative procurement process and regional approach to delivery of the project. Significant cost savings were recognised by taking this approach, providing value for money to our communities.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

Work wear

- Due to the contract ending with our current work wear suppliers, the Service has identified a new provider. Following engagement with staff across the organisation, the garments chosen reflect the preferences identified. This is also an opportunity to enhance the performance and the appearance of the uniform to reflect the modern-day Firefighter.

- A new clothing provider was identified via a robust procurement process ensuring value for money. A contract is in place where agreed targets ensure deliverables are effectively met, with financial penalties applied for failure to meet these.
- Following engagement with the workforce, new work wear is available to all staff ensuring inclusivity.
- The preferences identified by staff were reflected in the different types of garments provided.

Equipment Management System

- An upgrade to the equipment management system will improve the accuracy of information related to equipment, whilst allowing for greater efficiencies through the use of hand-held QR Code scanners.

- Following a trial period, the new QR code scanners have been rolled out across every fire station to track all pieces of equipment available on fire engines and special vehicles.



Delivering our 2024-25 Service Objectives

Continued

ICT

What we said we would do in 2024-25:

What we did:

Further Develop our Digital Transformation Initiatives

- We will incorporate the use of new technologies like Artificial Intelligence (AI), machine learning and process automation. We have already commenced looking into how our ICT department can help with this, by identifying which tasks can be automated. By digitising manual processes, we can work more efficiently, make better decisions using data and plan ahead more effectively.
- AI has been rolled out to the organisation and has been embedded into Microsoft 365 applications. The further use of AI is still undergoing developments and integrations to find best-use capabilities linked with Service requirements. Automations of various repetitive manual tasks are also being developed for various departments making better use of ICT capability within the Service. The development is ongoing. A Data Science Innovation group has been formed with the Performance and Information department to understand the capability of using Data to enhance our decision-making processes based on real time data, so we can make efficiencies and more effective collective decisions based on our data going forward. We have also enhanced our Data Warehouse capability.

Further Development of our Cyber Security Posture

- We will strengthen our cyber security measures. It is paramount in a modern ICT workspace to protect sensitive data and mitigate cyber threats. Implementing multi-factor authentication, encryption protocols and regular security audits helps us safeguard against potential breaches and vulnerabilities. We will continue to provide training to all our staff that will not only protect the organisation but also help them to stay safe online.
- We have introduced some modules for all our staff to complete in regard to cyber security awareness training these have been rolled out to all staff via the Learning Management System (LMS) system. All staff are enrolled and are using Multi Factor Authentication (MFA) to connect to all our digital authenticated platforms and services, we are working towards a Zero Trust environment which is by default multi-faceted and multi layered. Staff will continue to receive regular awareness training to improve our overall general cyber security posture.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

What we did:

To support and develop opportunities through technology to support Learning and Development for all staff

- We will encourage continuous learning and up-skilling among all our staff that is essential for staying abreast of advancements. Providing access to training resources, certifications and professional development opportunities, fosters a culture of innovation and expertise within the workspace.

- ICT staff amongst others are in receipt of professional training when required. Within ICT there are a number of specialist services on offer which require a level of expertise to deliver. ICT staff have had High Level Power BI training to support the creation of rich Power BI reports and underpinning SQL language and report query constructions. Staff have also received training on MS 365 platforms and Autopilot roll out to support our new-build devices and deployment capability.

Incorporate better use of Collaboration and Communication Tools

- By leveraging collaborative tools such as Microsoft Teams, we will facilitate seamless communication and teamwork among distributed teams. These platforms enable real-time messaging, video conferencing, file sharing, project management and promotes collaboration regardless of physical location.

- MS 365 applications are in high demand now within the organisation with users starting to utilise and see the benefits that these facilities offer. We are currently extending our capability within these areas to maximise the current use of these technologies within the Service. All staff now have access to their own personal-issue devices, giving every member of staff the opportunity to enhance and make use of these technologies and to further aid their developments in these areas.

Delivering our 2024-25 Service Objectives

Continued

What we said we would do in 2024-25:

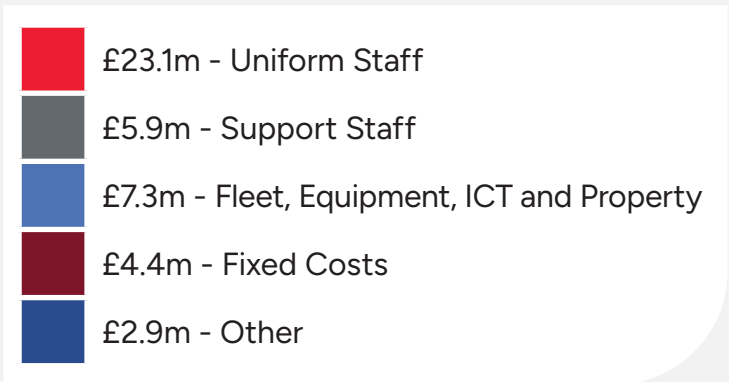
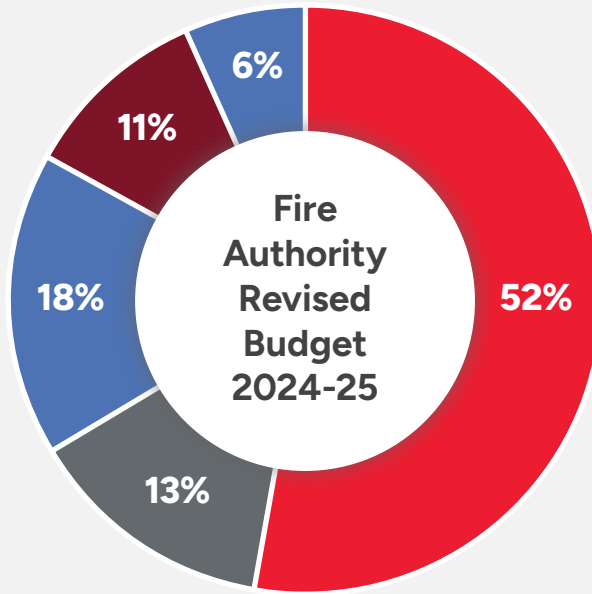
What we did:

To start to collect Data and Data models within the data warehouse from various systems and processes to provide analytics and information insights

- We will harness the power of data analytics with tools such as Power Bi which can provide valuable insights for decision-making, enhances strategic planning, resource allocation and operational efficiency within the ICT workspace.
- The data warehouse capability has been further extended, more and more systems are now integrated into this space, so we can start to build on all the data which is collected. Having access to this raw data has massive and significant benefits for meaningful information to enhance our capability by using this data and information to drive better decision-making processes and make best use of the information and data we already collect. This will be continuously improved as we move further forward and start to see the benefits of such systems.



Finance 2024-25



How the Service was funded

H&W Council Tax	£28.3m
Funding Grants	£11.1m
Business Rates, etc.	£2.8m
Special Grants	£1.1m
Reserves	£0.1m
	£43.6m

The annual Band D Council Tax was £97.22 or less than 27 pence per day.

Contact Us

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

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HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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