



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

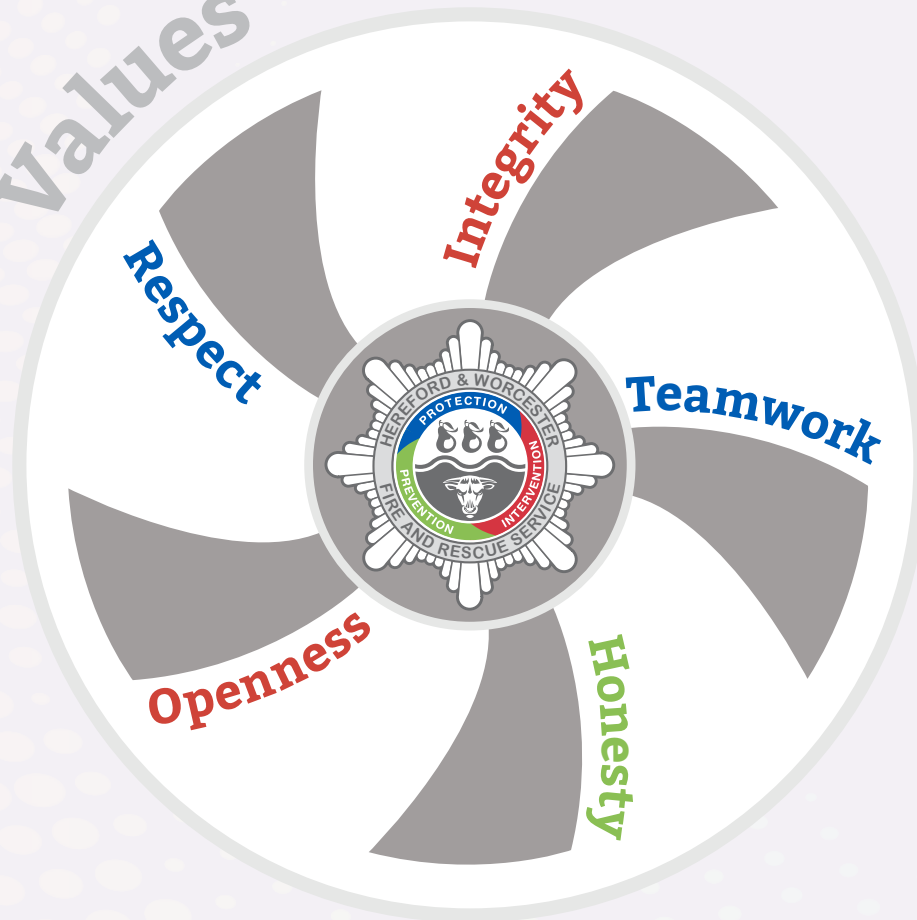
Collaboration

Working together is working better

Updated
April 2020



Values



What we believe in

Integrity

We will do the right thing and show fairness and consistency in our approach, taking responsibility for the decisions we make and the actions we take.

Teamwork

By working collaboratively, we can exceed expectations and go beyond the achievements of individuals

Honesty

We will be truthful in our actions and duties to build trust amongst our colleagues and within the communities we serve.

Openness

We will act in a way that is transparent and open to review and will welcome new or innovative ways of thinking.

Respect

We value the differences between individuals and create an inclusive environment which recognises everyone's experiences and opinions.



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Working together is working better

This is the third update of ‘Collaboration,’ our summary of the many ways we work with partners to keep our communities safe and well. The first report, in 2016, focused on our long history of joint working with West Mercia Police. Our next report highlighted the broader range of partners we work with across the public, private and voluntary sectors, including establishing a Strategic Fire Alliance with Shropshire Fire and Rescue Service. We also reported on the statutory duty for emergency services to collaborate, brought in by the Policing and Crime Act 2017, and highlighted several good examples of collaborative working as noted in the inspection report of Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published in December 2018.

This new edition of ‘Collaboration’ provides a further update on our collaborative work, with a focus on the Fire Alliance in addition to the well-embedded ongoing work with partners. It also looks at the importance of collaborative working in both delivering our own services and in adding value to the wider community safety aims and priorities of our partner agencies. This will be emphasised in the forthcoming new Community Risk Management Plan 2021-25, due to be launched in April 2021, and in our refocused Service vision and values.



Saving more lives

making a difference every day

Our Vision - Saving More Lives

Our joint work with our Blue Light colleagues in the Police, Ambulance and Fire and Rescue services, as well as our other public, private and voluntary sector partners, helps us to deliver our fire and rescue agenda. But it also helps us to support our partners in delivering their own community safety and wellbeing priorities. This added value is an important way of making sure all partners can deliver their services more effectively and efficiently, while also providing better value for money for the public.

This approach is embodied in our aim of saving more lives. Over the last year or so, we have built on this by reshaping and renewing our overall Purpose, Vision, Mission and Values. Our vision is simple: “Saving More Lives – building on our successes to continue to make a difference, improve lives and help secure resilient communities.” Working with our partners is a fundamental part of making a positive difference to people’s lives. There are many examples in the ‘What have we done?’ section later in this document, but two examples help to illustrate the difference we can make for our partners.

- “gaining entry”: a typical example is using our rescue equipment to help the Ambulance Service to gain access to premises where someone may be incapacitated. In 2019-20 we assisted 460 times, and of these entry was gained and assistance was given to save life on 286 occasions.



- “drone mobilisation”: in August 2019, we introduced drones to support our work especially for getting aerial images when tackling complex and large fires, but we also use them to support Police colleagues in searching for missing vulnerable persons and to help in rescues from water. In the last year, the drones have been used at over 140 incidents, and this is likely to increase further.

Overall, in the last year, the number of times we have provided assistance to other agencies or helped to gain entry/exit has more than doubled to over 700, representing a quarter of all our ‘Special Service’ incidents. (Special Services are emergency incidents that are neither fires nor false alarm related).

In February 2020, we also worked closely with colleagues in the West Mercia Local Resilience Forum to prepare and safeguard people and property from the impact of wide area flooding following Storm Dennis, and supported recovery operations in the communities affected. With the onset of the coronavirus (Covid-19) crisis across the country, the upward trend in supporting partners, such as the Ambulance Service, is likely to continue growing.

Strategic Fire Alliance

The Strategic Fire Alliance between ourselves and Shropshire Fire and Rescue Service has now been in place since early 2018. It provides two relatively small Services with the strengths of a large organisation, without losing our individual identities and maintaining our focus on the safety of our communities.

The Alliance is guided by a joint Fire Alliance Strategic Plan (2018-2022), which aims to provide both Services with the long-term capacity and resilience to meet the increasing pressures of budgetary restrictions, changing demands and specialist skills requirements. At the heart of this lies collaboration and the benefits are already coming through.

Drawing on our collective professionalism, expertise, experience and resources, we have been able to pursue four major projects, which will help us to continue delivering first class, sustainable fire and rescue services for the communities of Herefordshire, Shropshire and Worcestershire. The following update on the four projects helps to illustrate the strengths of working together to achieve common aims.



Project 1: Fire Control

This project explores the potential for creating a shared Fire Control function for both Services. Fire Control is the first point of call when a member of the public rings 999 to alert us of a fire or other emergency incident. Specialist staff deal with the calls and make sure fire engines are despatched promptly to deal with the situation. Behind this lies a highly sophisticated information technology framework, which is crucial to making sure the right resources are mobilised.

Over the last year, both Services have jointly funded the post of a dedicated officer to take this work forward and who has overseen the delivery of an in-depth analysis of the technical capabilities and longevity of the current Fire Control arrangements in both Services, as well as an overall risk assessment.

A joint resilience exercise is also being planned to determine the current level of capacity and capability to deal with a significant incident, such as a high-rise residential fire in the light of the Grenfell Tower Inquiry findings. Learning from this exercise will help to shape the requirements of any new technology and ways of working.

Both Services recognise the potential to increase their joint capacity and capability, as well as extra resilience across the three counties, by updating the technology and sharing the Fire Control function, and work is underway to review the most appropriate technology needed.

Fire Control is located in the Operations Communications Centre (OCC) at Southwell House, Hindlip Park, Worcester, with staff working alongside colleagues in the West Mercia Police control team.

Project 2: IRMP/CRMP

This involves aligning each Service's processes for preparing their overall strategies for keeping people, their homes, communities and environment safe from fire and other emergencies. The strategies are called Risk Management Plans. We call ours the Community Risk Management Plan (CRMP) and Shropshire FRS call theirs the Integrated Risk Management Plan (IRMP). Each plan provides an overview of the fire and rescue related risks faced by the communities we serve, and bring together the high-level strategies for tackling those risks through prevention, protection and emergency response services. Both plans are due to be published in April 2021 and will cover the period 2021-25.

Over the last year, officers from both Services have been working together to develop a shared understanding of risk and have undertaken an assessment of the direct and broader impacts of a wide range of risks on our communities. There is also a shared agreement on the range of prevention, protection and emergency response activities we will be carrying out to manage and reduce risks. We are also examining the best ways of measuring the impact our services are having on reducing risk, and have begun to develop joint performance indicators and evaluation criteria.

We have also jointly commissioned independent analysts to undertake modelling to test plans to align our attendance standards. The attendance standard is a measure of how long we expect our fire engines to reach incidents wherever they are in the three counties.

Finally, we have examined how to best to align our communication strategies, and have agreed a shared communication process for carrying out the public consultation required prior to publishing the new Plans.

By aligning processes such as the IRMP/CRMP, we can not only learn from each other and share best practice, but we can also plan joint activities across protection, prevention and response and continue to work together better.

Project 3: ICT

The Information and Communication Technology (ICT) functions form the crucial infrastructure behind the smooth running of a modern fire and rescue service. It is important in enabling good communication and integration between emergency services locally, regionally and nationally.

An in-depth review of the current ICT provisions across both Services has been carried out, and to take this work forward, both Services have jointly appointed a Strategic ICT Change Manager for a three year period. The role includes setting out a joint vision for ICT and determining the best ways of working across the two Services.

We are also working together to investigate how we can replace our separate Wide Area Networks (essentially how we keep our computers connected by telecommunications across a wide geographical area) with a shared facility, and which also integrates with the forthcoming national Emergency Service Network. This would improve our overall resilience and ability to support each other across the three counties, as well as supporting wider national resilience when required.

Project 4: Procurement

Both Services have aligned contracts and jointly procured goods and services in a number of areas for many years, but this process has never been formalised. This project has examined the potential benefits of formalising the process.

Joint procurement not only helps to achieve cost and process savings, but also encourages closer working and sharing of procured resources, which in turn helps to reduce the procurement demand further. It can also provide many other opportunities including sharing the development of operational procedures, operating instructions and equipment risk assessments, reducing training costs and minimising maintenance costs. To this end a formal Fire Alliance Procurement Strategy, together with a Procurement Programme of actions in the short, medium and longer term, has been agreed by both Services.



In the next section, we highlight some of the key drivers for collaboration at the national level, in relation to the emergency services sector as a whole, and locally for HWFRS and partner organisations. This is followed by a further section highlighting the wide range of collaborative work we have already been

involved in across all aspects of our service functions, and a final section setting out what further work we are planning over the next few years. In both sections, we have also indicated where the initiatives can be seen to contribute to the key areas examined in the HMICFRS inspection, namely:



Effectiveness



Efficiency

















People

Key Drivers	Government	Emergency services sector	Hereford and Worcester Fire and Rescue Service/ Partners
	<ul style="list-style-type: none"> • Government Fire Reform Agenda - aim to increase collaboration between Fire and Rescue and other services. • An independent inspectorate – Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). 	<ul style="list-style-type: none"> • Chief Fire Officer Association/Local Government Report 2015-2019 – A Service for the Future. This supports change within Fire and Rescue Services, collaboration and shared services. 	<ul style="list-style-type: none"> • Community Risk Strategy 2017-2020: working with partners is a golden thread across all elements of the strategy.
	<ul style="list-style-type: none"> • Fire and Rescue National Framework for England (May 2018) embeds the Fire Reform agenda. 		<ul style="list-style-type: none"> • New Community Risk Management Plan for 2021-2025 will establish a standardised methodology and consistent approach with Shropshire FRS as part of the Strategic Fire Alliance.
	<ul style="list-style-type: none"> • Fire and Rescue policy moved from Department for Communities & Local Government to Home Office, helping to drive collaboration between emergency services. 	<ul style="list-style-type: none"> • National Fire Chiefs Council Strategy 2017-2020 – Details the strategic commitments to allow Fire and Rescue Services to adapt to meet the needs of their communities. 	<ul style="list-style-type: none"> • The 2020 Vision Programme consists of transformational projects to drive a more sustainable and resilient Service for years to come.




























Key Drivers

Government	Emergency services sector	Hereford and Worcester Fire and Rescue Service/ Partners
<ul style="list-style-type: none"> • Police and Crime Act 2017: Statutory duty on emergency services to consider entering into collaborative working in the interests of efficiency and effectiveness. • Potential for Police & Crime Commissioners to assume governance of fire and rescue services. 	<ul style="list-style-type: none"> • Emergency Services Collaboration Working Group – set up to aid emergency services with collaborative working. 	<ul style="list-style-type: none"> • Following the General Election in 2019 and the delay to the 2019 Spending Review, the short term financial position has improved, but there are more uncertainties into the future. The current financial plan requires core savings of £0.5m by 2024/25, however the range of forecasts of potential changes gives a range from a surplus of £0.6m to gaps of £2.0m plus.
	<ul style="list-style-type: none"> • Joint Emergency Services Interoperability Programme (JESIP). Set up to enable successful and efficient collaborative working between emergency services at major incidents. 	<ul style="list-style-type: none"> • Strategic Fire Alliance: joint commitment by both Hereford & Worcester Fire and Rescue Service and Shropshire Fire and Rescue Service to work together to provide our communities with effective, efficient and economical services that makes them safer.
<ul style="list-style-type: none"> • Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services – measured against the inspection methodology of efficiency, effectiveness and people. 		<ul style="list-style-type: none"> • Saving More Lives: building on our successes to continue to make a difference, improve lives and help secure resilient communities.


























What have we done?























Service Function	Collaborative Initiative	HMICFRS Key areas
Support Services	<ul style="list-style-type: none"> Hereford & Worcester Fire and Rescue Service headquarters has successfully relocated to Hindlip Park co-located with West Mercia Police colleagues. Joint Fire and Police investigations at fires and serious incidents. Joint standard setting and enforcement work with the Police and other agencies. Joint press releases with the Police. Joint working relationships at support service department level. Departments working with peers at West Mercia Police and Shropshire FRS to develop joint working practices. Preparation of Community Risk Management Plan 2021-25: alignment of processes with Shropshire FRS. 	     
Buildings and Infrastructure	<ul style="list-style-type: none"> Fire and Police form part of joint property function Place Partnership, which manages our property portfolio along with building change projects. Shared fire station buildings with the Police in Bromsgrove and Peterchurch, with the feasibility of enabling collaborative sharing at Tenbury Wells Fire Station being examined. Interoperable communications and radio channels as part of Airwave replacement programme are due to be enhanced further when the Emergency Services Mobile Communications Programme is implemented across emergency services. The Wyre Forest Station was opened in February 2020. This multi-agency facility currently includes the Severn Area Rescue Association (SARA), but Police occupation is currently delayed following the Covid-19 outbreak. 	   
Prevention, Protection and Response	<ul style="list-style-type: none"> The Service has implemented a range of initiatives including assisting at Police incidents such as missing person (MISPER) searches, body recovery and gaining entry/exit to buildings supporting both Police and Ambulance Services, and a 24/7 operational multi-agency drone capability with plans to bring the North District drone into operation during 2020, though the Covid-19 outbreak has led to delays. A new community defibrillator was installed at Ewyas Harold Fire Station with joint funding from the local Parish Council and Place Partnership. The Service is a member of SOCJAG (the Serious and Organised Crime Joint Action Group) bringing together the Police and a number of other public sector agencies to reduce the impacts this type of crime has on business and the wider community. Joint command and control major incident facilities with the Strategic Coordinating Group and Tactical Command Group at the Operations Communication Centre at Police and Fire Headquarters. Recent developments include the formation of the Covid-19 Response Group. 	   

What have we done?

Service Function	Collaborative Initiative	HMICFRS Key areas
Prevention, Protection and Response	<ul style="list-style-type: none"> • Home Fire Safety Checks: West Mercia Police provide referrals and all PCSOs across the two counties have had awareness training on fire safety and hazard spotting. • Safe and Well Checks: includes referrals to and from other agencies, such as Social Services, as well as the charity sector, to help ensure safeguarding for individuals. • Joint partnership working on Dying2Drive, Safer Roads Partnership, Signposting, Safeguarding, MORSE (Making Our Roads Safer for Everyone) and water safety. • A GP Pilot/Frailty index is now operating across the two counties, with referrals from flu clinics, district nurses and other health care professionals. • Hereford & Worcester Fire and Rescue Service Fire Dog is trained by Fire and Police handlers and is available to support at incidents such as search and rescue. • Fire prevention work includes sharing information with the Police to tackle deliberate fires and for arson prevention. • The Service works with partners such as the Police Safer Neighbourhoods teams in providing a 'Fire-setter' intervention service for under-16s. • Both Fire and Police are part of the Ignite, Crucial Crew and Young Citizens' Challenge initiatives which raise awareness and target young people by educating them on water, fire and road safety as well as arson and hoax calls. • Police Community Support Officers have been recruited as on-call firefighters in Herefordshire and Shropshire. • Over the border mobilisation of appliances to support neighbouring Fire and Rescue Services. • Multi Agency Targeted Enforcement (MATE) - joint enforcement operations alongside West Mercia Police, Herefordshire Trading Standards, the Gangmasters & Labour Abuse Authority, Her Majesty's Revenue and Customs, Environmental Health Housing and the Home Office Immigration Enforcement. • Joint enforcement initiative with the Environment Agency. • Primary Authority Scheme designed to streamline processes for businesses operating nationwide operates with a number of private sector companies to ensure consistent advice, inspection and enforcement processes. • Extensive contingency planning with West Mercia Local Resilience Forum, including in relation to wide area flooding, the potential implications of Brexit and following the Covid-19 outbreak. 	<ul style="list-style-type: none"> •  •   •   •   •  •   •   •   •   •   •   •   •   •   

What have we done?

Service Function	Collaborative Initiative	HMICFRS Key areas
People and Training	<ul style="list-style-type: none"> • Police Incident Commanders attend Fire Service Incident Command Health Checks to develop a shared understanding. • Joint major Fire Service training exercises such as Exercise Autumn Leaves in 2019 involving partners such as West Mercia Police, Worcester NHS, Worcestershire County Council and West Midlands Ambulance. • Joint training in a number of areas including methods of entry, health and safety, family liaison and trauma. • Joint training for road traffic collisions and incidents involving hazardous materials. • The Service facilitates joint awareness sessions for Police search advisors, Police negotiators and Police Commanders. • Police and Ambulance services have use of the Fire Service's Strategic Training Facilities. • The Service, Police and Ambulance services have a number of National Inter-agency Liaison Officers (NILOs) to enhance communications and response to major incidents. • Support staff and senior management teams are co-located with Police teams at Hindlip Park and have the ability to share data, intelligence and best practice. • National Operational Guidance continues to be implemented with procedures aligned to best practice across Blue Light services. Regionally, West Midlands Fire Service provides a lead, while the Service is also appraising options with Shropshire FRS. 	                  
Fleet and Equipment	<ul style="list-style-type: none"> • Use of black box style technology on Fire Engines. • Bunkered Fuel Stock Resilience provision. 	 
Procurement	<ul style="list-style-type: none"> • Joint procurement examples include the replacement of Command Support Units with Shropshire FRS completed in 2019, the replacement of officer cars completed in 2018, and the replacement of thermal imaging cameras, which is ongoing. • Joint Procurement Strategy and Programme of work agreed with Shropshire FRS has been approved and is now in use. 	 
Resourcing for the Future	<ul style="list-style-type: none"> • Strategic Fire Alliance Board set up to oversee collaborative transformational change initiatives between HWFRS and Shropshire FRS. 	 

Service Function	Collaborative Initiative	HMICFRS Key areas
Governance/ Audit	<ul style="list-style-type: none"> • Potential change of governance to the Police and Crime Commissioner. • Further future collaborative working with West Mercia Police and through the Strategic Fire Alliance with Shropshire FRS. • Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) future inspections: shared approach with Shropshire FRS to align processes in preparation for future inspections 	        
Support Services	<ul style="list-style-type: none"> • Support staff from Fire and Police are becoming increasingly engaged in joint work such as Operational Policies and HR teams by aligning policies and sharing best practice. At senior management level, teams are engaged in collaborative working and developing shared strategies. 	 
Prevention Protection and Response	<ul style="list-style-type: none"> • Safe and Well Checks in which Community Risk work with partner organisations to help the elderly and vulnerable in the community. • Fire and Police continue to work together on prevention and protection work, as well as co-responding to incidents. 	  
Buildings and Infrastructure	<ul style="list-style-type: none"> • Hereford Fire Station; a replacement station may be shared with the Police, though work is on hold following the Covid-19 outbreak. • Potential for Police and Fire staff to share a joint station at Redditch in Worcestershire and Kington in Herefordshire. • Emergency Services Mobile Communications Programme will be implemented across all emergency services. 	      
Procurement	<ul style="list-style-type: none"> • Further joint procurement with West Mercia Police and Shropshire FRS. This may include equipment, software and vehicles. 	

This brochure has aimed to show that collaboration is firmly embedded as a way of working across the Service. Our commitment to working with others not only supports the Fire Reform agenda, but also helps to ensure we make better use of limited resources and enhances our role in ensuring the safety and wellbeing of our communities. We believe we can build upon the successes we have already achieved through collaboration with our Blue Light colleagues, and we look forward to working jointly with many more public and voluntary sector partners in the future.



Shropshire
Fire and Rescue Service



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



West Mercia
POLICE



NFCC
National Fire
Chiefs Council



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



Home Office



WEST MIDLANDS FIRE SERVICE



Bromsgrove
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