

## Service Plan 2021-2025

### Report of the Chief Fire Officer

For further information about this report please contact Rod Hammerton, Chief Fire Officer, on 01743 260201 or Simon Hardiman, Assistant Chief Fire Officer, on 01743 260205.

### 1 Purpose of Report

This report updates the Committee on the Service Plan 2021-2025.

### 2 Recommendation

The Committee is asked to note the Service Plan 2021-2025.

### 3 Background

The Service Plan 2021-2025 is the strategic bridging document between the Community Risk Management Plan (CRMP) “Making Shropshire Safer” and the Annual Plan and Departmental Plans. As such it is an internally focussed document designed to give high level direction on how the Service intends to use its culture to deliver organisational improvement and better outcomes for its communities.

The document is presented to the Fire Authority to note, after which it will be published internally.

### 4 Service Plan 2021-2025 Format

The Service Plan includes:

- The Service’s Vision, Purpose, Core Values and Aims
- Service performance measures
- The Four Year Action Plan – this sets out what the Service intends to do over the four-year period. The Action Plan is updated annually to reflect emerging themes and their priorities.
- Strategic Direction – culture and Workplace Charter
- Governance; financial planning; strategic planning process (Service Transformation) and legal requirements.

## **5 Conclusions**

The Authority is asked to note the Service Plan 2021-25.

## **6 Capacity**

There are no capacity impacts arising from this report.

## **7 Fire Alliance / Collaboration / Partnership Working**

This report does reference performance metrics, and this will be considered as part of the CRMP work stream within the Fire Alliance.

## **8 Financial Implications**

There are no financial implications arising from this report.

## **9 Legal Comment**

There are no legal implications arising from this report.

## **10 Community Safety**

There are no community safety impacts arising from this report.

## **11 Environmental**

There are no environmental impacts arising from this report.

## **12 Equality Impact Assessment**

There are no equality or diversity implications arising from this report. An e-EQIA is not, therefore, required.

## **13 Health and Safety**

There are no health and safety impacts arising from this report.

## **14 Human Rights (including Data Protection)**

There are no human rights impacts arising from this report.

## **15 ICT**

There are no ICT impacts arising from this report.

## **16 Public Value / Service Delivery**

**Strategic Aim 4** - To deliver a fire and rescue service, which provides value for money for our community now and into the future.

## **17 Reputation**

There are no reputational impacts arising from this report.

## **18 Security**

There are no security impacts arising from this report.

## **19 Training**

There are no training impacts arising from this report.

## **20 Appendix**

Shropshire Fire and Rescue Service  
Service Plan 2021-25

## **21 Background Papers**

There are no background papers associated with this report.





**Appendix to report on**  
Service Plan 2021 -2025  
Shropshire and Wrekin Fire and Rescue Authority  
23 June 2021





## Contents

	<b>Foreword</b> .....	3
1	<b>Where are we heading?</b> .....	4
	1.1 <b>Strategic Direction - Vision</b>	
	1.2 <b>Aims</b>	
	1.3 <b>Performance Measures</b>	
	1.4 <b>Strategic Direction - Culture</b>	
	1.5 <b>The Impeller</b>	
	1.6 <b>Four Year Action Plan</b>	
2	<b>Strategic Planning Process</b> .....	14
	2.1 <b>Overview</b>	
	2.2 <b>Finance</b>	
	2.3 <b>Governance</b>	
3	<b>Community Risk Management Plan (CRMP)</b> .....	20



## Foreword

Shropshire is one of England's most rural and sparsely populated counties, contrasted by areas of sparsity, density and communities who are wealthy and deprived.

There is an increasingly older, but defiantly independent population experiencing isolation and living independently and the area remains heavily agricultural with industries including food processing and engineering.



Shropshire Fire and Rescue Service (SFRS) is accountable to the people of Shropshire. As a public body it is important, we spend taxpayers' money wisely on the issues that are a priority to our residents and our statements of assurance on financial, governance and operational matters are published annually.

Our strategic plan is made up of several elements, including our vision aims and objectives, governance, risk and legal responsibilities and a planning framework.

When combined, these elements form a plan that provides a detailed oversight into priorities and activities over the next four years 2021-2025 and articulates how we will achieve and measure our ambitions.

**Chief Fire Officer, Rod Hammerton**



# 1 Where are we heading?

## 1.1 Strategic Direction - Vision

The vision for Shropshire Fire and Rescue Service over the next four years responds to the challenges faced by local communities and the Service's role in serving them.

It also considers organisational culture and provides a roadmap for the next phase of the Service's development.

 **VISION**  
Making Shropshire Safer

 **PURPOSE**  
Save and Protect Life, Property, Environment from fire and other emergencies

 **CORE VALUES**  
Service to the community  
Valuing people  
Valuing diversity  
Valuing improvement at all levels

 **AIMS**

Be able to respond to emergencies in an appropriate time with a professional, competent, and equipped team

Reduce the number of fires and impact in our community

Reduce the number of fire-related deaths and serious injuries

Work with partners to reduce other relevant risks

Mitigate against harmful impacts on the environment

Make culture central to our strategy by becoming more purposefully diverse and inclusive, deliberately developmental, and intentionally innovative







## 1.2. Aims

This Service Plan is the overarching strategy for SFRS for the next 4 years. It includes six aims for the Service and a series of planned actions under each one.

To be able to respond to emergencies in an appropriate time with a professional, competent, and equipped team

### Why this is important

SFRS provides emergency response services for the whole of Shropshire and Telford and Wrekin. Being able to respond to emergencies with a professional, competent and equipped team means we can respond to fires and other emergencies quickly, safely and effectively.

This is central to our vision - Making Shropshire Safer. Some of the actions are relevant to more than one aim, but to avoid duplication we have placed them under the most relevant aim.

### Planned Actions

Undertake a review and deliver the changes to Shropshire's Retained Duty System for On-Call Fire Fighters.

Improve service performance by learning from HMICFRS inspections to maintain or better the position of "good" in effectiveness.

Deliver the Telford Central redevelopment project.

Continue review of Response Capability focusing on Rescue, Firefighting and Working at Height Capability, Redistribution of specialist assets, future PPE and National Operational Guidance. Including:

- Restricted Access Provision
- Water provision Foam, Environmental and BA Support Units
- Firefighting technologies
- Rescue capability
- Working at Height
- Command Support Unit
- Future PPE & BA

Drive improvements using digital technology and embed effective change through the Service Transformation Board

Make improvements in Station Security and Fitness Support Facilities through the refurbishment programme.

Undertake a training facility review to determine the future needs of the Service and Partners.



## 1.2. Aims continued...

Implement outcomes of the Training Facilities Review.

Continue to support the new Emergency Services Network (ESN).

Undertake a Resource Deployment Review.

Review the Service's Incident Command training and accreditation in line with national operational guidance and recognition of operational discretion.

Undertake a Commander response review.

Embed flexible working for operational staff and secure local agreements (collective agreement).

To reduce the number of fires and impact in our community

To reduce the number of fire related deaths and serious injuries

### Why these are important

We want to reduce the number and impact of fires in our community by protecting people, firefighters, property, animals and the environment. This protects us all from risk of death or

serious injury, business disruption, loss of heritage sites, and cost to the local economy and environment. Preventing fires and other emergencies from happening in the first place forms part of our Purpose: save and protect life, property and the environment from fire and other emergencies.

### Planned Actions

To review and reform the Service's Protection function to ensure relevant expertise and capacity is available to deliver against the Authority's statutory duties and any additional demands and responsibilities emanating from the Fire Safety Bill.

Improve service performance by learning from HMICFRS inspections to maintain or better the position of "good" in effectiveness.

Increase Prevention capacity to target the changing rural risk to make Shropshire Safer.

Improve decision making and performance management through effective analysis and use of data.



## 1.2. Aims continued...

To make culture central to our strategy by becoming more purposefully diverse and inclusive, deliberately developmental, and intentionally innovative.

### Why this is important

Creating an inclusive culture where our people feel engaged, supported and empowered will benefit the Service and its staff along with the community as a whole.

The Service has pledged to make culture central to its strategy, focusing on being deliberately developmental, purposefully diverse and inclusive, and intentionally innovative.

This has been embodied in the “Cultural Impeller” The Service has also captured the essence of the relationship between its staff with the [Workplace Charter](#).

### Planned Actions

Develop the Service’s culture to be more deliberately developmental, diverse and inclusive, and intentionally innovative. Deliver the People Strategy to ensure that we attract, recruit, develop, retain, support and reward our employees to meet our future goals and aspirations.

Improve service performance by learning from HMICFRS inspections to improve our position in relation to the “people” pillar.

Evolve and adapt to the changing position of COVID-19 through targeted working groups to deliver restoration and recovery of Service.

Use Learning from the Pandemic to develop and deliver Service improvements identified through the Restoration and Renewal Group.

Embed the Code of Ethics into the Service and all that we do.





## 1.2. Aims continued...

To work with partners to reduce other relevant risks

### Why this is important

Working with partners to deliver shared response opportunities and assistance enables us to develop capabilities to ensure a coordinated response to multi-agency incidents. We will also work with partners to reduce corporate risk by creating capacity and providing greater resilience.

Working together has a positive impact on partners key risks and priorities and assists individuals and communities to recover from the impacts of fires and other emergencies.

### Planned Actions

Continue to build capacity and resilience through the alliance with Hereford and Worcester Fire and Rescue Service, focusing on procurement, ICT, Control, CRMP, Fire Investigation and Protection.

Improve service performance by learning from HMICFRS inspections to maintain or better the position of effectiveness and effectiveness.

Undertake a training facility review to determine the future needs of the Service and Partners.

Identify and adopt opportunities where volunteers can support the Service's CRMP objectives.

To mitigate against harmful impacts on the environment

### Why this is important

The Service has a corporate and social responsibility to protect the environment and has developed policy to ensure it actively manages activities and therefore local, national and global environmental impact. The impact of all fire and emergency incidents on people and places can be significant and last many years. Ensuring we mitigate against harmful impacts on the environment is therefore important to our community.

### Planned actions

Actively reduce the environmental impact of our corporate operations.

Influence the way HMICFRS recognise environmental impact.

Include and develop meaningful performance aims, targets and indicators into all business plans.

Make improvements in Environmental Performance through the refurbishment programme.



## 1.3 Performance Measures

A new set of corporate performance indicators (CPIs) have been introduced for 2021-2025.

These new performance indicators will provide the Service with the ability to monitor performance through the direction of travel and ensure that it is in line with the performance target through applying a tolerance as opposed to a numerical target.

The Standards, Audit and Performance Committee reviews these CPIs on a quarterly basis and an annual performance report goes to the Shropshire and Wrekin Fire & Rescue Authority at the end of each financial year.

All CPIs will be kept under constant review and the Service Management Team's Performance and Risk Group will monitor performance on a monthly basis.

Two further CPIs will be developed in 2021/22 for Environment and Finance.

**CPI 1:** The Service will aim to reduce the overall number of fires during 2021-2025

**CPI 2:** The Service will aim to reduce the number of accidental dwelling fires during 2021- 2025

**CPI 3:** The Service will aim to reduce the incidence of deliberate fire setting during 2021-2025

**CPI 4:** The Service will mitigate against any fire deaths or serious injuries during 2021-2025

**CPI 5:** The Service will monitor and learn from every occasion when a fire is not confined to the room of origin during 2021-2025

**CPI 6:** The Service will monitor and learn from every occasion when an injury occurs during operational activity during 2021-2025

**CPI 7:** During 2021-25 the Service will aim to meet its response standards of:  
Urban – first engine in 10 minutes  
Town and fringe– first engine in 15 minutes  
Rural – first engine in 20 minutes

**CPI 8:** The Service will monitor the level and effectiveness of its enforcement activity during 2021-2025

**CPI 9:** The Service will monitor and report against establishment, composition, competence and attendance levels during 2021- 2025



**Shropshire**  
Fire and Rescue Service

# The Workplace Charter

## Organisational Effectiveness



- I will explore and consider alternative ways of working to achieve our common purpose
- I will communicate information to people that is relevant and timely
- I understand how my role contributes to the aims of the Service
- I am responsible for the health and safety of myself and others

## Outstanding Leadership



- I will create an environment where people can be the best they can be
- I will recognise and challenge inappropriate behaviour
- I am open to giving and receiving constructive feedback
- I will be open and honest in order to build trust
- I am accountable for my actions and behaviours

## Service Delivery



- I will share my ideas to create improvement and development opportunities
- I will share responsibility to work together to solve problems effectively
- I am committed to, and understand my responsibility towards safeguarding
- I will provide a value for money service considering the needs of my colleagues and our communities

## Personal Impact



- I consider the impacts of my actions on others
- I always welcome alternative views and feedback
- I contribute to an inclusive culture remaining respectful of any differences we may have
- I will remain professional at all times and act with integrity
- I will encourage discussion to improve our wider understanding of health and wellbeing
- I will lead by example to encourage and motivate others
- I am responsible for my own development and that of others

"Our Workplace Charter is a shared way of working that promotes a positive working culture at every level of our organisation" - Simon Hardiman, Assistant Chief Fire Officer

[shropshirefire.gov.uk](http://shropshirefire.gov.uk)

01743 260200

@shropsfire

@shropsfire

## 1.4 Strategic Direction - Culture

Our culture relies on inclusion and engagement. With help from employees across the Service, a workplace charter has been developed.

It aims to support staff in contributing to and shaping organisational culture and is supported by our vision statement and core values.

The charter promotes behaviours desired of Shropshire Fire and Rescue Service employees and encourages staff to

demonstrate these standards throughout the workplace.

The desire is to ensure everyone feels valued and respected and the charter provides guidance on how everybody should treat each other in the workplace.

The charter captures what staff themselves feel is appropriate and links to the National Fire Chief Council's behavioural statements for the fire service sector.



## 1.5 The Impeller/propeller

The Service has a new internal graphic which represents a new direction in culture.

The 'Cultural Impeller' has been designed to show the interrelation between the Service's cultural objectives of being deliberately diverse, inclusive, and intentionally innovative.

The impeller demonstrates how forward momentum is achieved as the three objectives begin to spin and work together.

The impeller motif was chosen because it reflects the Service's heritage and core capability as an impeller is at the heart of every fire service pump.

The symbol continues to be used as the role insignia for operational managers and is ideally placed at the heart of the organisation's culture to guide its style of leadership.

The image will be used on all internal documentation as a subliminal prompt and reminder of our cultural ambitions.



**DELIBERATELY DEVELOPMENTAL**  
**PURPOSEFULLY INCLUSIVE & DIVERSE**  
**INTENTIONALLY INNOVATIVE**





## 1.6 Four year action plan

The action plan sets out what the Service intends to do over the period 2021 to 2025 to ensure that it continues to deliver services effectively and efficiently. It is updated each year to reflect emerging themes and their priorities. The action plan is updated each year to reflect emerging themes and their priorities.

Description	2021/22	2022/23	2023/24	2024/25
Develop the Service's culture to be more deliberately developmental, diverse and inclusive, and intentionally innovative.				
Undertake a review and deliver the changes to Shropshire's Retained Duty System for On-Call Fire Fighters.				
Continue to build capacity and resilience through the alliance with Hereford and Worcester Fire and Rescue Service, focusing on procurement, ICT, Control, CRMP, Fire Investigation and Protection.				
To review and reform the Service's Protection function to ensure relevant expertise and capacity is available to deliver against the Authority's statutory duties and any additional demands and responsibilities emanating from the Fire Safety Bill.				
Improve service performance by learning from HMICFRS inspections to maintain or better the position of three "goods".				
Deliver the Telford Central redevelopment project.				
Deliver the People Strategy to ensure that we attract, recruit, develop, retain, support and reward our employees to meet our future goals and aspirations.				
Embed flexible working for operational staff and secure local agreements (collective agreement).				
Continue review of Response Capability focusing on Rescue, Firefighting and Working at Height Capability, Redistribution of specialist assets, future PPE and National Operational Guidance. Including: Restricted Access Provision				
Water provision Foam, Environmental and BA Support Units				
Firefighting technologies				
Rescue capability				
Working at Height				
Command Support Unit				
Future PPE & BA				
Evolve and adapt to the changing position of COVID-19 through targeted working groups to deliver restoration and recovery of Service.				





## 1.6 Four year action plan continued...

Description	2021/22	2022/23	2023/24	2024/25
Use Learning from the Pandemic to develop and deliver Service improvements identified through the Restoration and Renewal Group.				
Drive improvements using digital technology and embed effective change through the Service Transformation Board.				
Make improvements in Environmental Performance, Station Security and Fitness Support Facilities through the refurbishment programme.				
Actively reduce the environmental impact of our corporate operations.				
Influence the way key sector stakeholders recognise environmental impact.				
Include and develop meaningful performance aims, targets and indicators into all business plans.				
Undertake a training facility review to determine the future needs of the Service and Partners.				
Implement outcomes of the Training Facilities Review.				
Continue to support the new Emergency Services Network (ESN).				
Undertake a Resource Deployment Review.				
Increase Prevention capacity to target the changing rural risk to make Shropshire Safer.				
Improve decision making and performance management through effective analysis and use of data.				
Identify and adopt opportunities where volunteers can support the Service's CRMP objectives.				
Review the Service's Incident Command training and accreditation in line with national operational guidance and recognition of operational discretion.				
Undertake a command response review.				
Embed the Code of Ethics into the Service and all that we do.				



## 2.0 Strategic Planning Process

The strategic planning process ensures the Community Risk Management Plan (CRMP) is delivered in a co-ordinated and structured way.

The CRMP is supported by the medium-term financial plan and several strategic documents.

These set out the Service vision, aims, ambition and aspirations over a four-year period which are underpinned by a four-year Service Plan detailing activity to deliver Service priorities.

Any long-term planning is subject to change because of both the external environment that guides the work of the Service, and the internal environment that dictates Service capacity to achieve its objectives.

To cater for potential changes, and to control activities, the Service Plan is reviewed annually and updated through an annual plan and supporting departmental plans.

At the end of each financial year, the Service produces an annual review which looks back and reports on the previous year's performance to the Fire Authority.

The review summarises activities from the previous year and outlines whether the Service has been successful in achieving its stated objectives and priorities.

Each year the service plan is reviewed and the priorities and activities for each financial year are included within the Annual Plan.

This allows officers and managers to develop their supporting departmental plans and statements of assurance.

The department plans detail activities to support the priorities in the annual plan and progress is reported to the senior management team (SMT) and the service transformation board (STB).





## 2.0 Strategic Planning Process...continued

The statements of assurance contain department risk registers, business continuity plans, internal audit recommendations and departmental improvements, with progress being reported to Risk Management Group (RMG).

The reporting of progress against Service performance indicators is through the performance and risk group followed by a report to the Standards, Audit and Performance Committee each quarter (SAP).

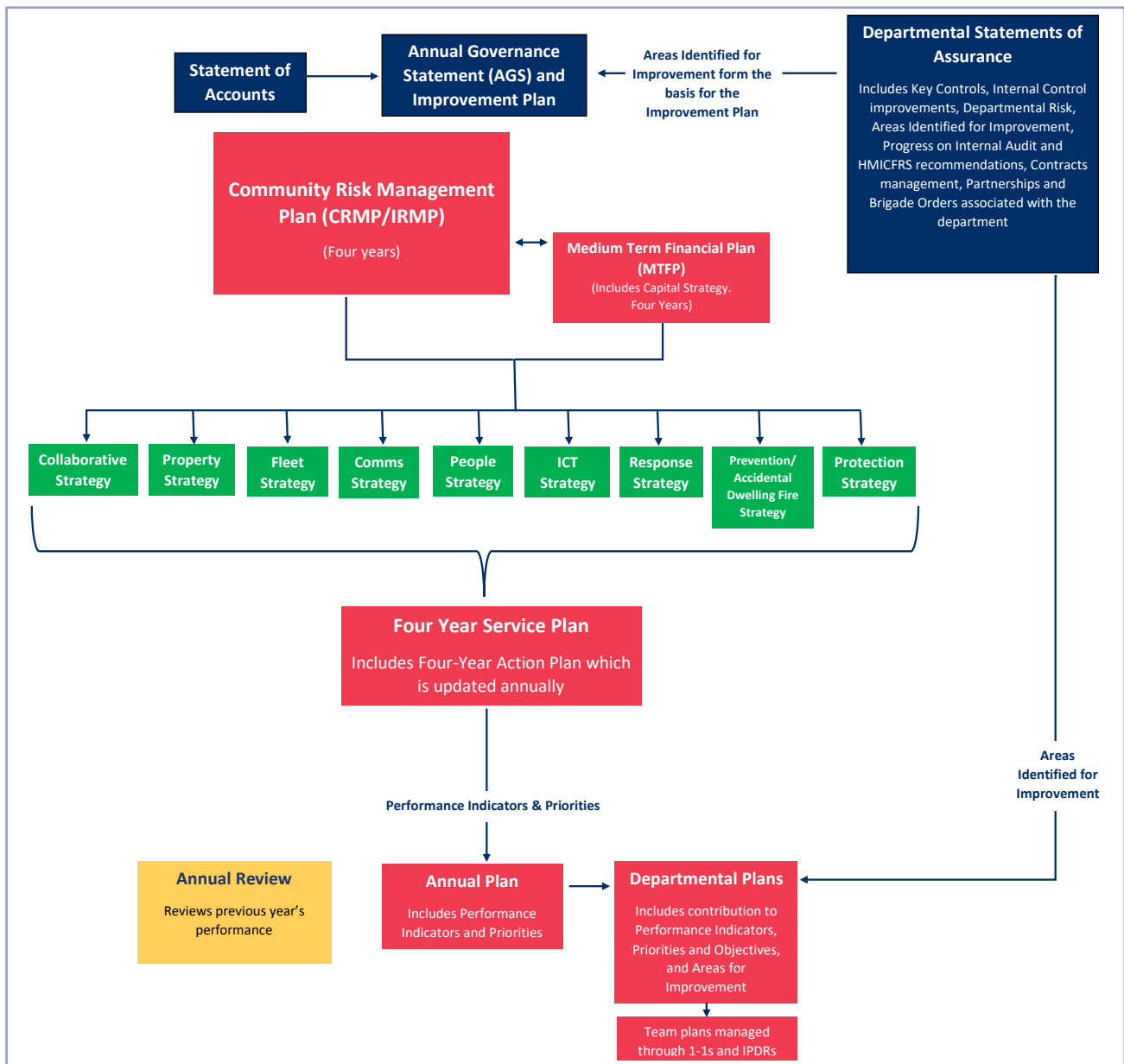


Fig 1.0 The Planning Process



## 2.0 Strategic Planning Process....continued

The service transformation programme focuses on delivering strategic change and service improvement.

The programme is the mechanism by which major projects throughout the Service are agreed, monitored and controlled.

Central to the programme is the continued investment in technology and systems to improve back office efficiency and provide operations with technology to improve service delivery.

The programme dovetails into the Service's financial and service planning processes ensuring an appropriate level of control and visibility of all projects with reviews and activities maintained throughout its lifecycle.

From this plan, corporate strategies are developed for departments across the Service including support functions (termed Green Book) such as ICT, Human Resources, Property and Fleet through to operational (or Grey Book) such as Emergency Response and teams that deal with businesses and communities known as Protection and Prevention, each department has a strategy that aligns with the risks identified in the CRMP.

Combined, these strategies are summarised in a four-year service plan and as long-term planning is always subject to change, this plan is reviewed yearly and updated through an Annual Plan.

The annual plans focus on achieving priorities laid out in the CRMP broken down into 12 month periods and are updated each year to reflect emerging priorities.

The strategic planning process ensures the CRMP is co-ordinated in a structured way and supported by financial plans as well as adequate governance, internal audits and statements of assurance.

At each stage of the process, reports are produced to ensure performance is measured and finally, at the end of each financial year, the Service produces an annual review which reports performance to the Fire Authority.

The review showcases the Service's work and identifies objectives and priorities that have been achieved.



## 2.2 Financial Planning

The Service prepares short, medium and long-term revenue and capital budgets, in February of each year.

These are presented to Shropshire and Wrekin Fire Authority ahead of setting the council tax (precept) for the year ahead.

The detailed process for budget planning is agreed and the leading factors are service planning, government grant settlement and the level of the potential precept.

Effective strategic planning demands that all service plans are consistent with the budgets as agreed each February.

To be successful, strategic planning must ensure that the Service's ambitions are quantified in the revenue budget and capital programme, both now and in the medium term.

Attention must also be paid to long-term budget requirements and the resources likely to be available.

Exact budgets cannot be formulated in such uncertain circumstances and so the Authority should have a range of options available to redesign service delivery according to varying levels of budget reduction.



[Medium Term Financial Plan](#)





## 2.3 Governance - how SFRS is managed

The statutory authority responsible for SFRS fire service is known as the Shropshire and Wrekin Fire and Rescue Authority (SFRA).

It's key areas of responsibility include;

- Functions of protection, prevention and response
- Strategic direction
- Budget Setting
- Establishing and monitoring management objectives and performance
- Ensuring business is conducted in accordance with legislation, regulation and government guidance
- Consultations with local communities and staff

The Authority is made up of 15 elected local Councillors whose represent the interests of the local authorities - Shropshire and Telford & Wrekin Councils.

A code of corporate governance is published each year following agreement by the Fire Authority along with an annual statement of accounts and internal audit carried out by Shropshire Council.

Meeting dates and reports are available on Shropshire Fire and Rescue Service website and the functions of the committee are split into two roles;

- Developing strategy
- Providing audit and performance management

National legislation places the statutory responsibility for provision of fire and rescue services upon the SFRA with a number of key responsibilities as follows;

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- The Regulatory Reform (Fire Safety) Order 2005
- The Police and Crime Act 2017
- The Health and Safety at Work Act 1974
- The National Fire Chiefs Council (NFCC)
- The Local Government Association (LGA)

In addition to legal requirements, the Government has further priorities fire and rescue services must deliver. These are set out in the Fire and Rescue National Framework





## Types of Governance

### **Code of Corporate Governance**

A code of corporate governance is published each year following agreement by the Fire Authority. Compliance with the Governance Code supports the Authority's review of the effectiveness of its system of internal controls as required by the accounts and audit regulations 2015.

This in turn informs the Annual Governance Statement (AGS) which accompanies the Annual Statement of Accounts and is approved by SAP.

### **Annual Governance Statement (AGS) Improvement Plan**

Corporate governance and accounting regulations require that Shropshire and Wrekin Fire Authority (SFRA) publish an annual statement of accounts.

The statement details how effective the fire authority's systems of internal control have been in governing the risks to which it is exposed to and is captured in annual governance statement (AGS).

Any areas of internal controls that have been identified as requiring improvement are listed in the statement and an action plan is developed to ensure that they are progressed and monitored. This is known as the AGS Improvement Plan and progress against the plan is reported to the standards, audit and performance Committee (SAP)

### **Internal Audit Recommendations**

Effective internal audit regulations are in place due to the legal responsibility on Shropshire and Wrekin Fire Authority (SFRA) to maintain sound and proper financial management arrangements.

The SFRA's audit function is provided by Shropshire Council. The Treasurer, in consultation with senior managers, outlines a four-year strategic audit plan, which is reviewed annually.

The head of audit at Shropshire Council provides an annual internal audit report on progress against the audit plan and gives an opinion on the overall adequacy and effectiveness of the organisations framework of governance, risk management and control.

All internal audit recommendations are regularly monitored by the Risk Management Group to ensure progress is being made and the appropriate level of resources are allocated.



## 3.0 CRMP & Risk Management

Government places a legal requirement on fire authorities to produce an easily accessible and publicly available CRMP that should:

- Reflect up to date risk analysis of all foreseeable fire and rescue related risks that could affect Shropshire.
- Show how the SFRA will balance Prevention, Protection and Response activities to reduce the impact of risk on communities in a cost-effective way
- Outline service delivery outcomes and how resources are allocated to mitigate risks
- Show how SFRA will meet the needs of the community through working with partners

The process is designed to give fire and rescue services the flexibility to use resources in the most effective way to save lives, improve public safety and reduce emergency incidents. Risk is defined in the 2021-25 CRMP as; 'a combination of the likelihood and consequences of a hazardous event'.

Incident data suggests that our fire risks are moving away from urban areas and rippling outwards into more rural margins. The full CRMP 2021-25 is available [here](#) and takes into account risk to;

- Community,
- Individual,
- Environment,
- Business and
- Financial plus
- Firefighters
- Partners







**Back Cover Design to follow**

