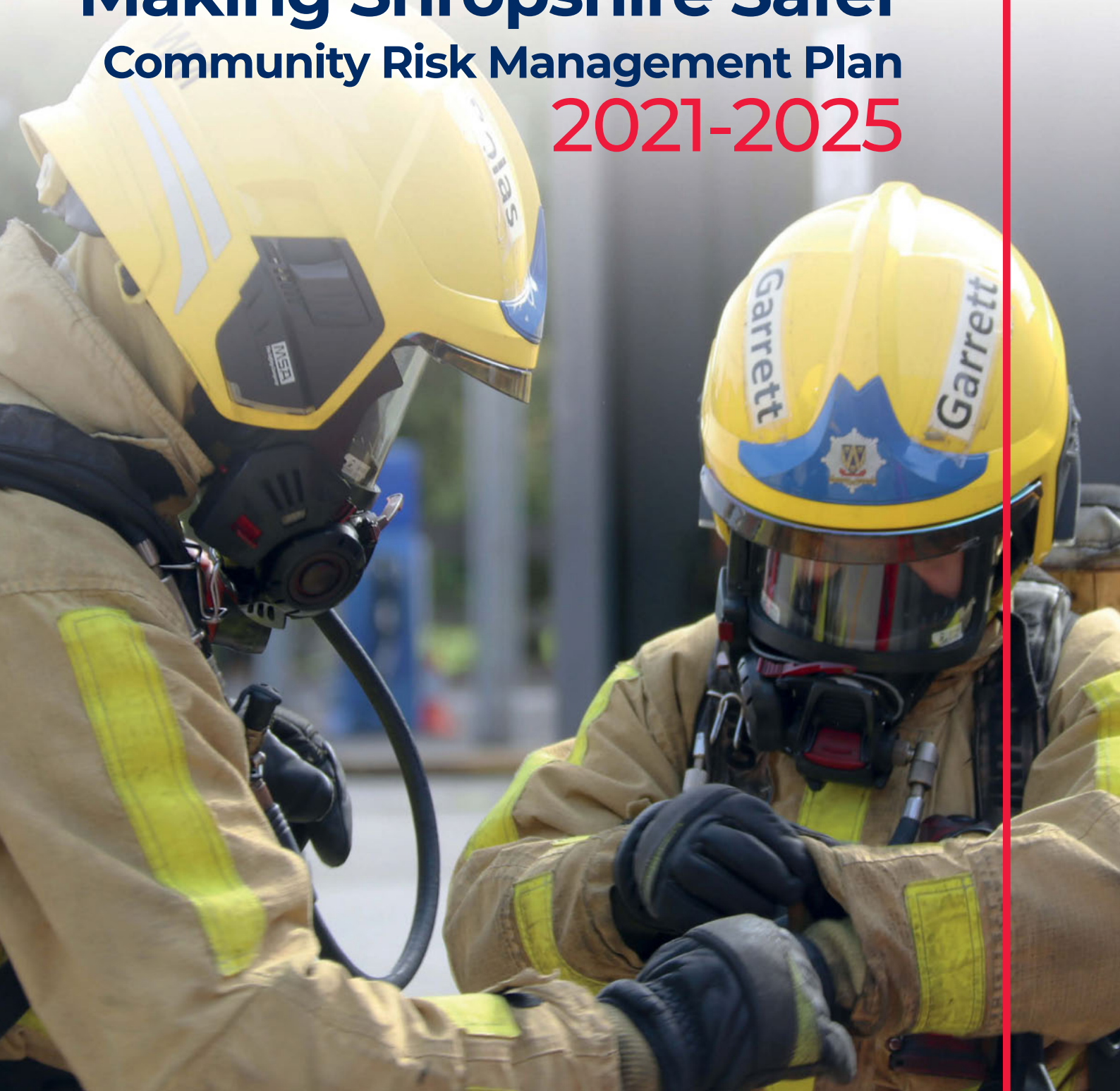




# Making Shropshire Safer

## Community Risk Management Plan

### 2021-2025





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#### Somali

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#### Welsh

Os hoffech chi gael y wybodaeth hon mewn iaith neu ar ffurf wahanol fel print bras neu sain cysylltwch â ni ar **01743 260200** neu drwy'r e-bost [enquiries@shropshirefire.gov.uk](mailto:enquiries@shropshirefire.gov.uk)



# Contents

1	<b>Foreword</b> .....	5
2	<b>Introduction</b> – Overall objective and key proposals, the Community Risk Management Plan (CRMP) process and Service achievements during last CRMP .....	7
3	<b>Legislation and National Influence</b> .....	9
4	<b>Shropshire and its Fire and Rescue Service</b> .....	11
	• The Fire and Rescue Authority	
	• The Service	
	• Service Delivery	
	• Performance	
5	<b>Stage 1 Identifying and Assessing Risk</b> .....	19
	• Community Risk	
	• Organisational Risk	
6	<b>Stage 2 Managing and Reducing Risk</b> .....	31
	• Headline Actions	
	• Department Aims and Actions	
7	<b>Stage 3 Measuring and Demonstrating Impact</b> .....	41
8	<b>Contact Us</b> .....	44
9	<b>Appendices</b> .....	45
10	<b>Glossary</b> .....	51









# Foreword

**Shropshire Fire and Rescue Service, and the Authority that provides its governance and direct link with our communities, are dedicated to making Shropshire safer.**

We have had to work with reducing finances over the last decade, but we have been able to reform and restructure to make sure we continue to deliver the same excellent level of service that people expect and deserve.

We have kept all our fire stations open and fully crewed, we have maintained all the specialist capabilities that people value the most – such as “water” and “large animal” rescue – and we have made tremendous advances in targeting our prevention work at those who are most vulnerable.

In 2018 the Service was assessed by Her Majesty’s Inspectorate as being “Good” at being both effective and efficient with managing our risks and also “Good” at looking after our staff. The Service is, quite rightly, proud of this achievement; but it is a position on which we want to build. We recognise this can only be done as a collaboration between our communities, our staff and our partners – including those hugely generous employers who release our on-call firefighters to give such exceptional protection to our towns, villages and hamlets. You will see in our Community Risk Management Plan (CRMP) how we plan to do this.

The CRMP forms the basis of the contract between Shropshire and Wrekin Fire and Rescue Authority and all the communities and individuals it serves. The plan underpins our corporate strategy for the next four years and it explains how we understand the risks; setting out our commitment to providing the right people, equipment and actions to reduce them.

We have consulted widely to ensure our plans meet the expectations of our residents, communities and partners, and to provide you with confidence that you are getting the Fire and Rescue Service you need; one that is able to keep your lives, homes and businesses safer from fire, to protect your environment and to come to your aid when you need it most.

As Chairperson of the Fire and Rescue Authority and Chief Fire Officer of the Fire and Rescue Service we value your opinion and encourage you to offer feedback on our plans. Please send any thoughts, comments or questions using the ‘Contact Us’ details available on page 44 ; we look forward to hearing from you.



**Eric Carter**

*Chairperson of  
Shropshire and Wrekin Fire and Rescue Authority*



**Rod Hammerton**

*Chief Fire Officer*







# Introduction

## Overall objective and key proposals, the CRMP process and Service achievements during last CRMP

**Shropshire Fire and Rescue Service has come a long way in the last six years.**

- Reduced fire incidents by 10.9%
- Reduced accidental dwelling fires by 20%
- Harmonised new technologies to effortlessly link support services with the frontline
- Worked within a reduced financial situation without the need to close a fire station or remove a frontline fire engine
- In addition, an alliance has been formed with Hereford & Worcester Fire and Rescue Service (HWFRS) to enhance capacity and resilience

The Service continues to deliver the highest level of fire engine availability on the UK mainland and was rated as 'Good' across its 'Effectiveness', 'Efficiency' and 'People' by HMICFRS<sup>1</sup> in 2018.

But there is no room for complacency and as risks change, the Service must adapt. After careful consideration and detailed research, the proposals identified for the 2021-2025 CRMP include the following:

- Work to a revised response standard
- Undertake a resource deployment review
- Provide increased protection team resources
- Increase Prevention capacity to target changing rural risks
- Update the Service vision and aims

The Service is committed to its vision of 'making Shropshire safer' and continues to explore ways of reducing fires and other emergencies; doing everything possible to keep communities safe.

<sup>1</sup> Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)



## Community Risk Management Planning (CRMP) Process

Government places a legal requirement on fire authorities, locally known as Shropshire and Wrekin Fire and Rescue Authority, 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 Authority 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 the Authority 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.

The CRMP is supported by a programme of engagement and consultation with staff, partners and the public. It has three main stages.



This continuous cycle means lessons learned, good practice, areas for improvement and residual risks are understood from the outset.

## The Corporate Planning Process

In the longer-term, the strategic plan is made up of the following – see appendix 1a.

- CRMP
- Medium-Term Financial Plan (MTFP)
- Departmental strategies

Each year the Service also produces an Annual Plan and an Annual Review.

The plan includes targets that fit alongside the 2021-2025 CRMP, while the review looks at performance against objectives, priorities and performance targets.







# Legislation and National Influence

**The Service is empowered, guided, and governed by numerous bodies and external pieces of legislation – see appendix 2 for full details.**

Fire and Rescue  
Services Act 2004

Civil  
Contingencies Act  
2004

Regulatory  
Reform Order  
2005

Health & Safety at  
Work Act 1974

Policing and  
Crime Act 2017

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

The Local  
Government  
Association (LGA)

The National Fire  
Chiefs Council  
(NFCC)

The Government also sets out priorities for Fire and Rescue Authorities (FRA) through a national framework – the latest version in 2018 requires FRAs to:

- Make appropriate provision for fire prevention/protection activities and response to fire/rescue related incidents
- Identify and assess the area's full range of foreseeable fire and rescue related risks
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of service provision
- Be accountable to communities for service provision
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse











# Shropshire and its Fire and Rescue Service

## **The ceremonial county of Shropshire contains two unitary authorities – Shropshire Council and Telford & Wrekin Council.**

Shropshire is criss-crossed with rivers including the Teme, Tern and many others including the UK's longest – the River Severn – that cuts through the county, its extensive rural geography and Areas of Outstanding Natural Beauty.

## About Shropshire

Shropshire is one of England's most rural and sparsely populated counties, with a population density of 136 people per km<sup>2</sup>. Islington, London has 16,000 per km<sup>2</sup>.

It covers an area of 3,487 km<sup>2</sup> (1,347 square miles) and borders Wales, Cheshire, Staffordshire, Worcestershire, Herefordshire and the West Midlands.

493,000 people live in Shropshire<sup>2</sup>

Approximately half the population live in two main urban areas – Shrewsbury and Telford.

The remaining 250,000 people inhabit 13 towns, villages and hamlets in a variety of buildings and in areas of growth and deprivation.

Shropshire is susceptible to flooding, especially in the towns and villages along the River Severn and its tributaries, in contrast following long periods of dry weather, grass and moorland fires can also occur.

Physical risks come from military sites, commercial operations plus a diverse tourism sector including rich heritage.

As a largely rural county, challenges of sparsity are compounded by an increasingly aged, but defiantly independent population.

## Shropshire is home to:

**3**

National Nature Reserves at Stiperstones, Whixall Moss and Wem Moss

**64**

Local Nature Reserves

**140**

Sites of Special Scientific Interest (SSSIs) including Attingham Park visited by over 511,687 people in 2018/19, placing it as the third most popular National Trust location in the UK.

**7428**

Historic premises including listed buildings, scheduled Ancient Monuments and UNESCO world heritage sites

## The Fire and Rescue Authority

Shropshire and Wrekin Fire and Rescue Authority is currently comprised of 15 councillors and elected representatives from Telford & Wrekin and Shropshire councils.

The Authority is the statutory Authority under the Fire and Rescue Services Act 2004 – see appendix 2 – and has responsibility for the following:

- Establishing a Fire and Rescue Service
- Providing its corporate governance, strategic direction, and budget setting
- Establishing and monitoring management goals and performance

The Authority has a 2-committee structure. One developing strategy and the other providing audit and performance management.

<sup>2</sup> Population estimates published by the Office for National Statistics (ONS)

## The Fire and Rescue Service

Shropshire Fire and Rescue Service is directly accountable to the Fire and Rescue Authority for delivering response, prevention and protection activity to make Shropshire safer and comprises around 610 full and part-time posts, working across 23 locations.

Training and development facilities are located at Telford Central Fire Station.

Some 4,000 emergencies are attended annually while community and business fire safety initiatives mean many incidents are also prevented.

The Service is led by the Chief Fire Officer, supported by two other Brigade Managers.

There are three main directorates, Executive and Resources, Service Delivery and Corporate Services.

## Service Delivery

### Response

The Service has professional, well-equipped teams strategically located at fire stations throughout the county to meet the demand and manage risks identified through community risk management planning.

Most fire stations (20 of 23) are exclusively crewed by on-call firefighters with Shrewsbury and Wellington having a mixture of on-call and wholetime staff.

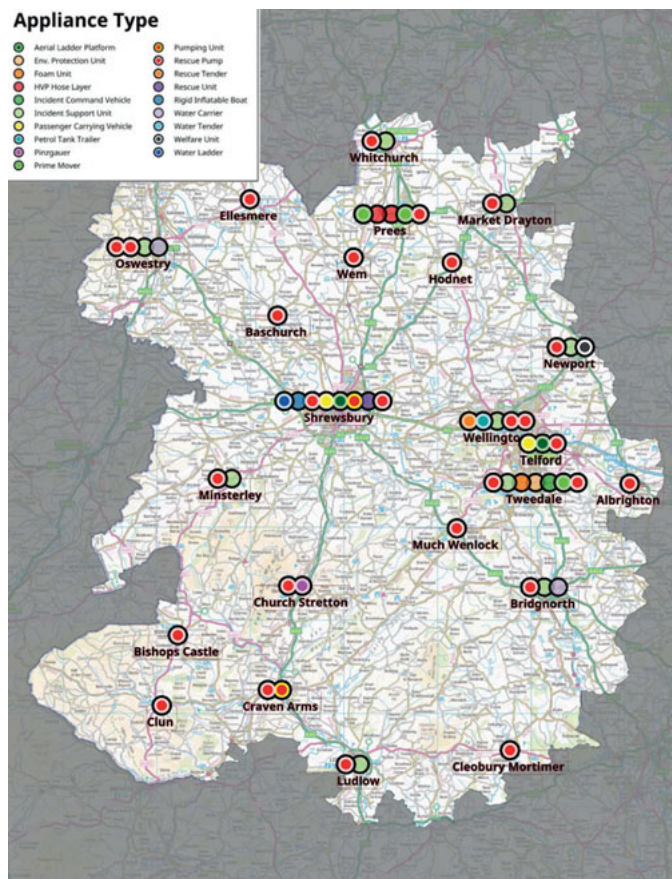
Telford Central alone has solely wholetime staff, but even here one of those crews moves to work with the on-call firefighters at Tweeddale overnight.

This blend of firefighting contracts provides a professional yet cost-effective crewing model for areas of lower activity and utilises full time crews where it makes sense.

This gives a flexible model that provides high levels of widespread fire cover alongside a central core of firefighters that maintain specialist skills.

The Service has 28 frontline fire engines providing a full range of operational capabilities including firefighting, road traffic collision, water rescue, environmental protection, and trauma care/first person on scene (including defibrillators).

The assets used to support these capabilities are shown in the map above – see appendix 3 for asset list. The Service has a small group of officers providing incident command and specialist advice on wildfire, hazardous materials (hazmat), water rescue, flooding and fire investigation.



This is in addition to the Officers' normal duties which include management of training, development, operational policy, fire safety and line-management of fire stations.

The Service provides Water Rescue and CBRNE (Chemical, Biological, Radiation, Nuclear and Explosive) National Resilience Tactical Advisors and capabilities, and a 24/7 National Inter-Agency Liaison Officer (NILO) capability.

Emergency 999 calls are received by a specialist team in a control room.

These calls are challenged for accuracy of information to ensure relevant resources are mobilised.

Mapping data and Service-specific command and control systems, all Service resources are deployed and coordinated through Fire Control.

Arrangements are in place with Hereford & Worcester Fire and Rescue Service (HWFRS) to provide Control Room resilience and an alliance project is working to set a long-term vision for this function across both fire services.

The Service uses a robust operational monitoring and debriefing processes to analyse and learn from response activities, sharing that knowledge across the sector.

A training calendar combined with all neighbouring fire and rescue services has been adopted and SFRS is leading a pilot scheme on



sharing cross border risk information. Training activities also incorporate national assets, the Local Resilience Forum and other partners.

The Service's response capability is maintained and developed to ensure equipment and infrastructure meets the risk identified in the CRMP.

## Prevention

Preventing fires and other emergencies from happening in the first place is the aim of the whole Service but is the primary focus of the Prevention team.

12 specialist prevention officers provide intervention, education and support for those at highest risk in our communities through a range of activities including:

- Safe and Well visits
- iLearn (fire setting behaviour education and support programme)
- School and young people's education
- Safeguarding
- Youth Offending Service (rehabilitation support)
- Road safety working with partners and the Safer Roads Partnership
- Water safety training
- Carbon monoxide safety

The investment in education is reaping rewards, with items such as smoke and carbon monoxide alarms now becoming an integral part of home safety equipment.

Partnership working continues to be key in targeting those at greatest risk, by enabling the Service to allocate vital resources to where the risk is most acute.

## Protection

The Protection team delivers against a statutory duty to enforce the Fire Safety Order and work is aimed at keeping people safe in workplaces, high risk and high-rise accommodation.

Even in Shropshire the tragic events of Grenfell Tower have had a significant impact, requiring further focus on high risk premises.

A team of 12 specialist fire safety officers are available, supported by an out-of-hours provision to advise, support and, if required, enforce fire safety legislation within local businesses. This is based on known risks and additional information provided by the public and partner agencies, such as:

- The Multi Agency Targeted Enforcement Strategy (MATES) where the Service operates alongside the Police, Trading Standards, the Gangmasters & Labour Abuse Authority, Her Majesty's Revenue and Customs and others to reduce risk.
- A joint enforcement team with the Environment Agency focused on waste sites.

The Service will continue to support Police and Partners in combating serious and organised crime by undermining County Lines, People Trafficking and Modern Slavery.

Protection officers aim to reduce the regulatory burden by supporting local business to reduce the risk of fire and remain compliant with fire safety legislation; 'keeping business in business' in line with the Better Regulation Framework<sup>3</sup>.

Protection resources will continue to target high risk areas such as care and children's homes, hotels and other 'sleeping' risks such as where people live and sleep above commercial premises (shops, restaurants, takeaways etc).

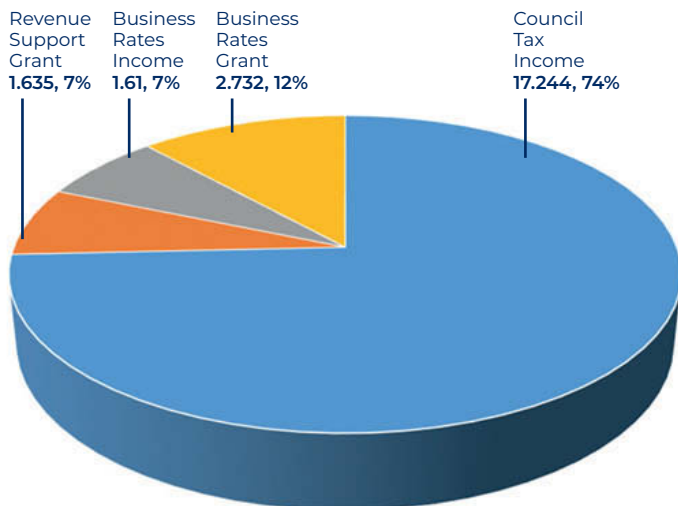
<sup>3</sup> <https://www.gov.uk/government/publications/better-regulation-framework>



## Sustainable Finance

Making sure the right resources are in the right place is the heart of the CRMP. Identifying and securing finances allows the Service to allocate the necessary resources, to meet the risks identified in the CRMP.

### Funding the Revenue Budget (£m) 2020/21



This financial planning goes much further than the delivery of Prevention, Protection and Response. It enhances people, systems and infrastructure and enables a positive culture to flourish.

The Medium-Term Financial Plan (MTFP) is designed to demonstrate that the Fire Authority has considered funding streams available in future years and has plans in place to deliver the priorities identified by its CRMP.

Astute financial management provides adequate resources to ensure the Service has capacity to develop and innovate, but this remains a challenge. The Service continues to make affordable and sustainable capital investments, such as the re-development of Telford Fire Station and Training Centre.

## The People of Shropshire Fire and Rescue Service

The success of Shropshire Fire and Rescue Service depends entirely on the health, well-being, and development of staff. A strategy – The People Strategy – details how the Service intends to achieve this by:

- Developing leadership capacity
- Organisational development and engagement
- Resourcing the Service
- Equality, diversity and inclusion
- Health, wellbeing and fitness
- Skills, training and education
- New ways of working

The Workforce Plan shows how to develop, promote and deploy staff with a focus on succession and career planning, leadership and forecasting.

**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” – Rod Hammerton, Chief Fire Officer

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Health and well-being is supported by counselling, mental health first aid and the introduction of trauma risk management (TRiM). Feedback from staff stress risk assessments help drive positive change – see appendix 1b for diagram of human resource planning.

Our culture relies on inclusion and engagement, working together the Service has created a Workplace Charter ensuring staff continually contribute and help shape organisational culture.

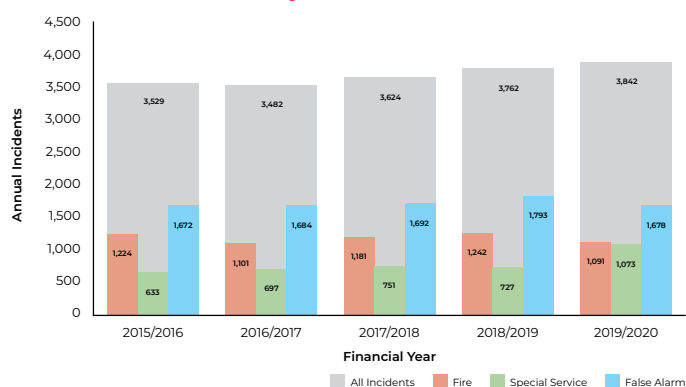
## Performance 2015-2020

The total number of incidents the Service attended over the five-year period between 2015-2020 has marginally increased.

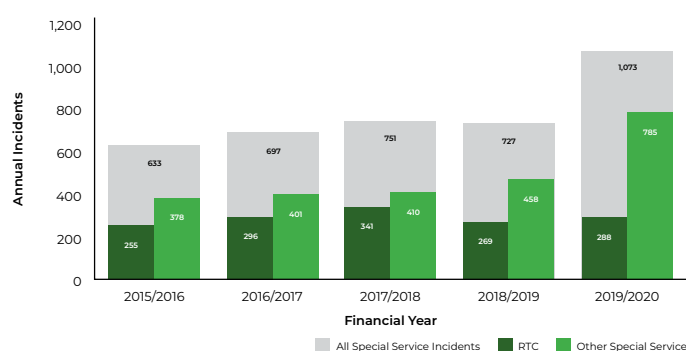
Reductions across some incident types have been offset by a growth in others – most notably special service calls<sup>4</sup>.

This is a consequence of significant weather events, especially during 2019/20. It is also due to increased partner support such as assisting Police with missing persons searches or working with the Ambulance Service, gaining entry to properties to allow for emergency medical treatment.

## Total Incidents by Year

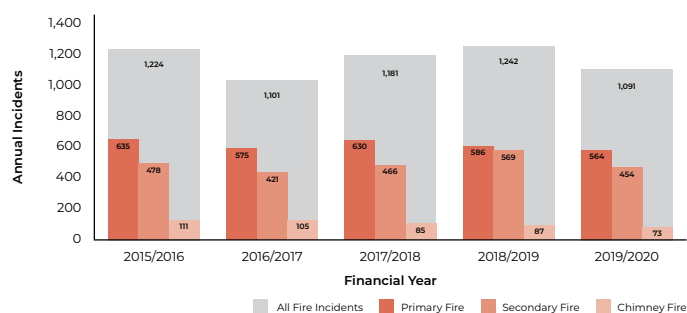


## Special Service Calls by Year



- Fire Incidents<sup>5</sup> have reduced by 10.9%.
- Primary fires have reduced by 11.2% including a 20% reduction in accidental dwelling fires (254 to 203)
- Secondary Fires have reduced by 5%
- Chimney Fires reduced by 34%

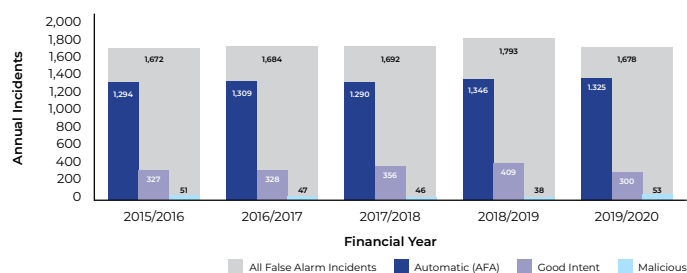
## Fire Incidents by Year



Since 2015, automatic fire alarm (AFA) activations have remained static, accounting for about 30% of responses despite a growth in the provision of such systems.

Call challenging and other initiatives, targeted at reducing the number of incidents, are already having an impact and work will continue to reduce these incidents.

## False Alarm Incidents by Year



<sup>4</sup> Non-fire incidents requiring the attendance of a fire appliance or officer. E.g. rescue of persons and/or animals, flooding, hazardous material incidents, lift releases and prior arrangements to attend or assist other agencies

<sup>5</sup> Primary fires are generally more serious fires that harm people or cause damage to property. Secondary fires are generally small outdoor fires, not involving people or property. Incident Recording System (IRS).

## Response 2015-2020

Average response times have increased marginally by just under 30 seconds as effective prevention activity has reduced the number of fires in urban areas.

The relative proportion of fires in rural areas consequently goes up, therefore greater travel distances increase the average response time. In direct response, the Service will review the provision of more efficient prevention activity in rural areas.

Other factors such as traffic and adverse weather also have an effect on response times.

## Prevention 2015-2020

The Service educated a total of 68,562 children (7 to 14-year olds) including 15,402 in 2019/20. An increase of 21%.

Staff visited 18,587 households fitting 18,384 smoke alarms. This is just under 10% of the estimated 215,000 houses in Shropshire.

There was a 21% increase in Safe and Well visits to persons vulnerable to fire, with a 22% increase in smoke alarms supplied in higher risk households.

Arson continues to reduce, and high-risk arson prevention visits are carried out following Police risk assessments. In 2019 more than 100 lockable letter boxes were fitted.

## Protection 2015-2020

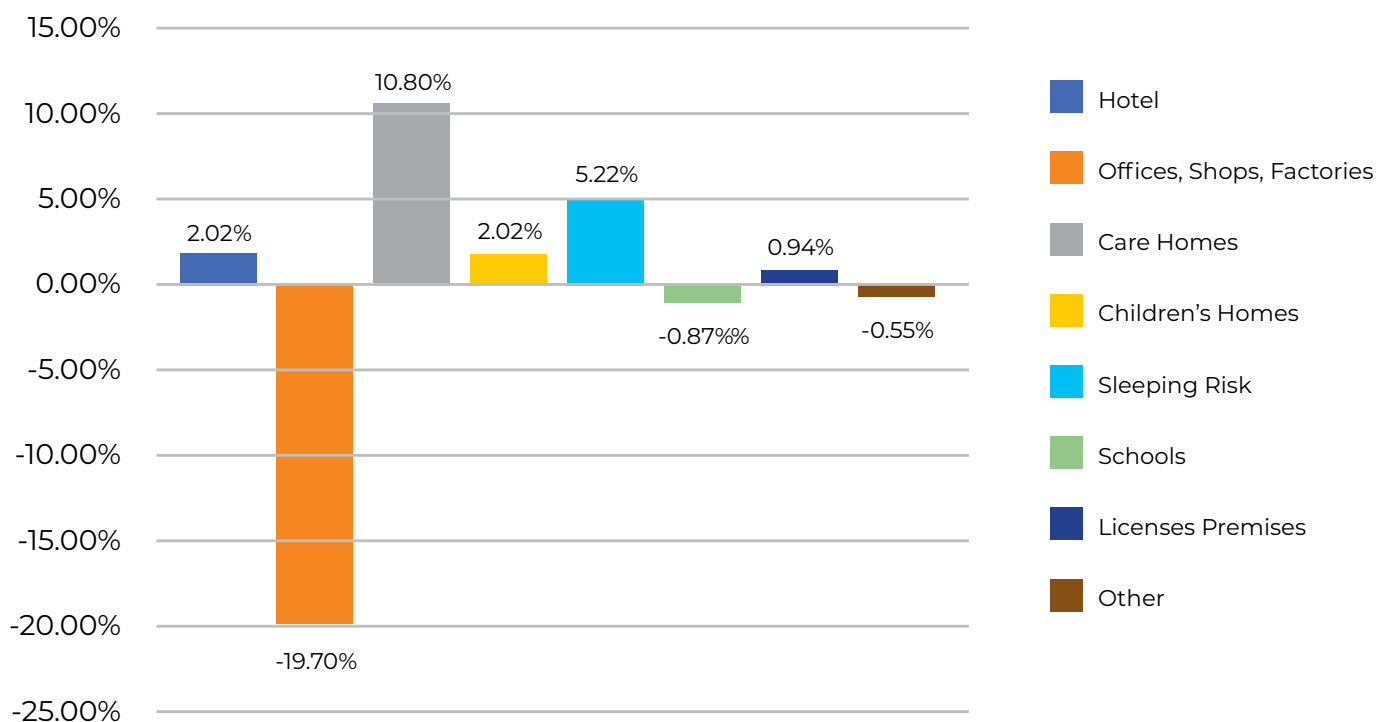
Nationally it has been recognised that there has been less of a focus on protection, this is also the case in Shropshire.

Audit numbers dropped, but additional resources have been targeted with additional resourcing and as a result, protection continues to increase and improve.

Targeted audits at residential care and nursing homes has resulted in a reduction of about 10% of all incidents in 2017/18 to under 5% in 2019/20.

This has contributed to a reduction of over 20% in non-domestic accidental fires.

## Comparative Change in Premise Types Audited















## STAGE 1

# Identifying and Assessing Risk

**Risk management identifies risks that need to be reduced and implements control measures to either reduce the impact or the likelihood.**

**DEFINITION OF RISK:**  
**a combination of the likelihood and consequences of a hazardous event**

Community risk management considers many different risks and the way they work together, it also considers how prevention, protection and response activities can be used to reduce the impact, likelihood, or both.

To understand what risk looks like in Shropshire, the Service has undertaken extensive research using expert analysis of partners including local authorities, evidence from national data, reviews of local incidents and issues arising from risk workshops involving all departments and fire stations across the Service.

The research is set out in detail in the CRMP Strategic Risk Reviews 2020, which are available on the Service's website:

**[www.shropshirefire.gov.uk/CRMP](http://www.shropshirefire.gov.uk/CRMP)**

The CRMP reviews community risk incorporating individual, environmental, economic, infrastructure-related and organisational risks. Other areas to consider include existing risk assessments such as:

- Working to a revised response standard
- National Risk Register
- Local Resilience Risk Register
- Service held Risk Information

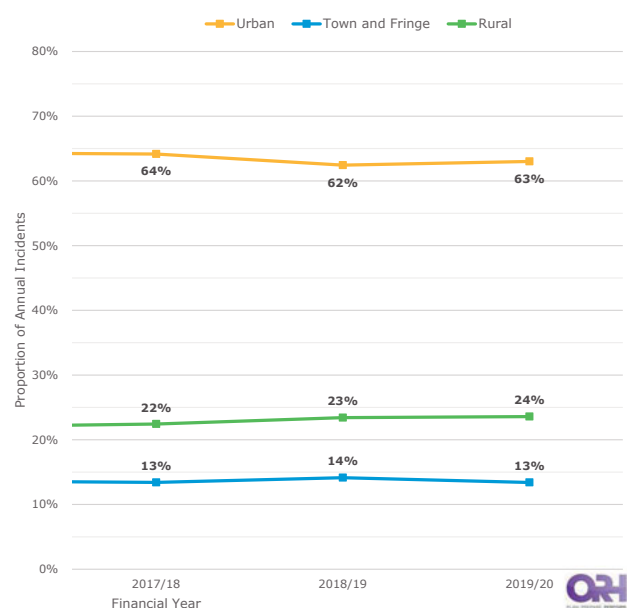
Risk management planning is understanding that likelihood and impact can be managed separately.

Risk has two major influencing factors, people and places. This CRMP assess how risks are changing, what they may look like in five to 10 years and what the likely impact is on SFRS.

## Community Risk

This section describes risk factors in Shropshire's communities and incident data suggests that risk is reducing faster in urban areas than it is in more rural ones, making the overall risk across the county appear to be flattening.

### Proportion of Incidents by Year



## People and Places

Evidence from national and local studies and fire incident data, show that older people, those living alone, lone parents and those who are sick, disabled or with a long-standing illness, tend to have more fires than others.

Areas with higher levels of deprivation, unemployment, crime and poor educational attainment are also linked to a higher rate of residential fires.

Lifestyle issues such as smoking, alcohol and drugs use, and other health-related issues such as dementia, depression, sensory impairment, and lack of mobility all increase the risk of fire.

The majority (89%) of dwelling fires in Shropshire are confined to the room they start in – called room of origin.

By studying the 11% of fires that spread – in most cases much more serious fires – the Service was able to build on some already proven national assumptions and establish the following:

- 50% of the fires not confined to a room of origin, were in owner occupied properties, this is a higher than expected percentage from the percentage of all domestic fires (40%)
- People are 2.5 times more likely to experience fire out of the room of origin if they do not have a working smoke alarm
- Unusually, only 6% of fires that spread, started in the kitchen. This is compared to typically 63% of all domestic fires starting there. A working assumption could be that people discover such fires at an early stage and are perhaps more likely to be confident in tackling burning food than they are in dealing with fires in other rooms in the house.
- Candles, electrical equipment and wiring are common causes of fires that spread from the room of origin. This again, suggests that fire risks left unattended lead to potentially more devastating fires in homes. These types of fire may also take longer to detect than a kitchen fire.
- A fire starting between 10pm and 2am is three times more likely to spread beyond the room of origin. This is most likely to be related to people being in bed at this time, further emphasising the importance of having working smoke alarms fitted in all homes and closing internal doors.

Shropshire is characterised by a largely senior and ageing population. The 2011 census showed that Shropshire has a higher percentage of over 65-year olds than the national average adding further pressures on social care and health.

Telford has a younger population, but significant growth is also predicted in the number of pensioners.



As a result, age related illnesses like dementia are predicted to rise. In 2019 it was recorded that 4898 people across the county had dementia <sup>6</sup>. This growth will challenge how the Service supports an increasingly elderly and high-risk population that is spread across one of the sparsest areas of England.

Whilst Shropshire is not significantly impacted by social deprivation it should be noted that housing deprivation is predicted to increase in rural areas with asset rich and cash poor owner occupiers.

Each Authority is planning to build upwards of 1,000 houses per year for the next five years, but 70 – 80% of the population would be financially incapable of buying the average priced property.

This in part is fuelling a growth in private rental, especially in areas of deprivation. The maintenance of infrastructure in such areas is a concern, as is the risk of anti-social behaviour and arson.

An above average number of pensioners (approx. 70%) own their own dwelling.<sup>7</sup>

The predominant housing types in rural areas are semi-detached and detached housing.

Shrewsbury and Telford's urban areas have higher proportions of terraced housing and flats and four residential high-rise buildings in Telford.

<sup>6</sup> Shropshire Telford and Wrekin Dementia Alliance

<sup>7</sup> Shropshire Council Strategic Housing Market Data



## Healthy Lives and Deprivation

Healthy lives and well-being are priorities for both local authorities and SFRS will continue to support this through its Prevention programme including Safe and Well visits.

The Service is also becoming increasingly more involved in missing persons searches and gaining entry to support medical interventions. The sparsity of the county provides challenges to this service delivery.

People living in more deprived areas tend to have poorer health, lower life expectancy and an increased risk of fire.

Latest figures<sup>8</sup> from Government show that Telford has 18 of Shropshire's 20 Lower Super Output Areas (LSOAs)<sup>9</sup> that are within the 10% most deprived areas in England. Shropshire Council has 193 and Telford & Wrekin Council has 108 LSOAs.

Out of these 20 locations only the LSOA in Ludlow is not supported by a full-time or 24/7 fire station.

Arson rates continue to fall but the deliberate burning of rubbish, possibly through fly-tipping, remains the greatest contributor to these numbers. This type of arson is opportunist, generally not pre-planned and more prevalent in areas of social deprivation.

Changing risks present many challenges. Examples include a significant rise in mental health-related issues, more social deprivation in rural and urban areas and an ageing population in both Shropshire and Telford.

All of this, and the way public services can be delivered, will be affected by the impact of the COVID 19 if unemployment rises and the economy is slow to recover. The Service's ability to access and engage with people at higher risk will change. Independent living will continue to increase whilst sheltered or care home accommodation might prove less appealing. Closer working with partner agencies and utilising advances in technology will be essential in meeting this changing risk.

As our understanding of health and life conditions evolves then so does the challenge of providing those impacted with an equitable service. Such an example is neurodiversity, the term refers to variation in the human brain regarding sociability, learning, attention, mood and other mental functions. Working with Partners and the NFCC the Service will consider how staff engage with neurodiversity such as autism and the impact on an individual's fire risk.

<sup>8</sup> The English Indices of Deprivation 2019, Ministry of Housing, Communities & Local Government, 2019

<sup>9</sup> Lower Super Output Areas (LSOAs) are small areas that typically have about 1,500 residents or 650 households.



## Economy

Telford has double the national average figures of employment in the manufacturing sector and is supported by a strong distribution and transport industry.

The area also has the majority of Shropshire's industrial or factory premises while in contrast the rural areas are much more reliant on agriculture – 21% as opposed to 4% in England.

Diversification in agriculture has been carried out by 60% of farmers and this growth shows no sign of slowing according to a National Farmers Union (NFU) study.

As agricultural land accounts for 80% of the county, life risk is spreading as a result – along with a flattening risk profile as incidents move into the countryside and away from urban areas.

High streets of market towns are experiencing a decline in retail due to the ever-expanding popularity of online shopping. This is leaving many empty outlets on the high street plus high levels of shop turnover. As more buildings become empty the risk of illegal activity increases.

The Association of British Insurers estimates that 29% of all commercial fire claims in the UK can be considered as 'deliberate'.

At present Service data does not reflect this, however as economic pressures increase, growth in such arson may be experienced.

The county has several military sites including MOD Donnington in Telford which has Ministry of Defence fire cover.<sup>10</sup>

The Shropshire economy is predominantly made up of small businesses, with over 90% of enterprises employing less than 10 people.

Self-employment is high and significant numbers of people work or run businesses from home, spreading people and businesses all around the county.

Offices, shops and factories are not buildings where people typically die or are injured in fires, however they are traditionally the most audited by fire and rescue services.

Historical fire data and professional judgement indicates that the life risk seen in adult and children's care homes, hotels and accommodation located above shops (such as take-aways) is much higher.

This risk is also compounded by the vulnerabilities of the occupants and the Protection Team will be provided with extra auditing capacity to meet this challenge.

Unemployment is high in areas of deprivation but generally lower than national and regional averages.

Tourism in Shropshire is ranked in the top five industry sectors for growth and accounts for £1 out of every ten spent on tourism in the West Midlands region.

Tourism is attempting to attract a greater diversity in visitors in order to realise its economic potential. Currently the profile of visitors is older couples – many of whom eventually relocate and retire in Shropshire.

Tourism-related life risk in rural areas is increasing with campsites, boot camps, caravan parks, static caravans, timber lodges, glamping pods and fisheries being developed across even the sparsest areas.

<sup>10</sup> MOD reviewing MOD Donnington CRMP at time of writing May 2020.





## Transport and Travel

In the last five years the number of road traffic collisions (RTCs) attended by the Service has not significantly changed.

Overall casualties have declined but the number of people killed and seriously injured has remained relatively static.

The A49 from Shrewsbury to Ludlow in South Shropshire is a hotspot for RTCs, with the closest crew based at Craven Arms 'cutting out' casualties at 38% of the RTC incidents they attended 2015-2020.

This level of activity around Craven Arms is almost three times greater than in Telford, a new town predominantly serviced by a modern road network.

RTC numbers in rural Shropshire may increase as more tourists and support services are attracted to the area. In addition, the network in the south of Shropshire has the county's highest fatality data and this is where the major tourism sites of the Shropshire Hills and Ludlow are located.

The northern hotspots are Market Drayton and Newport, both towns are linked by the A41.

Shropshire's rural road network also attracts large numbers of recreational motorcyclists especially in the spring and summer.

The Service recognises that both Road and Water Safety are important issues with people's lives being tragically affected every year. The Service will continue to support the Safer West Mercia Plan, the Safer Roads Partnership and the River Severn Partnership.

Waterways such as the River Severn, are primarily used for leisure which is reflective of an increased interest in outdoor pursuits including fishing, walking and canoeing.

The Service has robust response arrangements in place to address water-related emergencies. In addition, the Service has prevention activity and partnership arrangements with other agencies as well as water-trained responders in order to address water risks effectively.

The impact of flooding in October 2019 and February 2020 can be seen in the doubling of rescues and flooding incidents. Further increases are predicted with:

- More extreme weather and the associated flooding
- Increasing river and water leisure use due to tourism

Local rail links offer mainline routes to Manchester, Birmingham, Crewe and Cardiff and rail-related incidents remain low.

The Service attends more incidents at The Severn Valley heritage railway, especially involving embankment fires during the summer. The Prevention Team continues to work with partners around mental health support and railway suicide reduction initiatives.

RAF Shawbury is a training area for military helicopters and there is also air traffic from RAF Cosford. Shropshire also has several air strips servicing gliders, microlights and light aircraft.

Aircraft incidents are rare but if they do occur, can be in isolated places. The Service engages with other blue light responders and the armed forces, attending simulated aircraft incidents to test its response and joint capabilities.



	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Water Rescues</b>	21	18	22	22	22	43
<b>Flooding Incidents</b>	35	44	63	46	86	174

## Environment and Climate Change

Global warming and extreme weather events are having an increasing effect on incidents (such as the floods of October 2019 and February 2020) which tests both organisational resilience and capacity.

### **February 2020 Major Incident** **Flooding from storms Ciara, Dennis and Jorge**

All fire stations involved in response

More than 300 emergency calls received in 24 hours

14 people rescued from water

Multiple animal rescues

Support to Hereford & Worcester Fire and Rescue Service

Support to Local Resilience Forum Command Structure

The Service coped with the flooding of 2020 and will continue to develop this response capability, incorporating the learning from such challenges.

In recent years firefighters have battled huge wildfires across the UK. More heatwaves and wildfires are a realistic future. Shropshire is a large rural county and as such the Service will continue to plan for large wildfire events.

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 and international environmental impact.

All measures reasonably practicable are taken to improve environmental performance by purchasing responsibly and including standards

that suppliers must meet. Incident Commanders consider air and water contamination as part of their tactical planning and this is supported by training and operational policy.

Environmental performance is assessed using an environmental management system to ISO14001:2015 and is reported annually through the Service's statement of assurance (Annual Review).

As of January 2020, the Service has 20 electrical vehicle charging points located around the county with 16 available to the public, making it one of the leading providers in Shropshire.

Incidents involving hazardous chemicals and dangerous substances are prevalent in agriculture and industry where economic challenge may well impair maintenance and safety processes.

Exposure and contamination can involve people, water courses, agricultural land and the environment including wildlife populations.

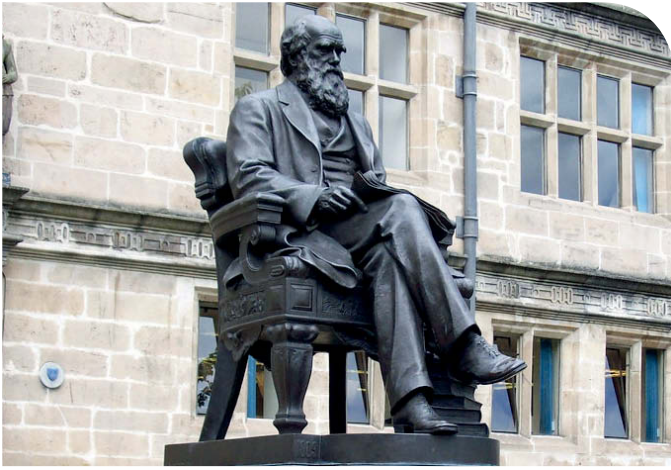
To a certain extent all fire incidents can be considered as hazmat due to toxic products that contaminate firefighting personal protective equipment and air quality. The impact of these types of incidents on people and places can be significant and last many years.

Tackling such incidents is resource intensive and costly, often requiring specialist equipment and training to minimise the impact of pollution, clear up spills and leaks, and ensure that runoff water from firefighting activity is contained as far as possible.

The Service works closely with the Environment Agency (EA) and the West Mercia Local Resilience Forum in addressing these incidents and maintains plans for many industrial sites in the event of an emergency. This risk information is provided to crews via the Service's Risk Management System (RMS).







## Heritage

The tourism sector is one of top five sectors for economic prosperity and growth in Shropshire, attracting over 13 million visitors and generating circa £800 million per year for the local economy. The county is home to major flagship destinations including:

- UNESCO World Heritage Sites at Ironbridge Gorge and Pontcysyllte Aqueduct & Canal<sup>11</sup>
- Charles Darwin, the father of evolution, was born in Shrewsbury and his home is now a busy tourist attraction
- Attingham Park – third most visited National Trust location in the UK
- Ditherington Flax Mill – the world's first skyscraper built in 1797
- Top county for exploring churchyards.<sup>12</sup>

Losing a historic building to fire or other disaster would be a significant loss to local and national heritage as they are unique and irreplaceable.

Risk to the sites continues to increase as footfall and usage grows, fostered by expanding leisure and tourism. Many buildings are timber framed and liable to a faster spread of fire.

The development of operational planning and the sharing of risk information with firefighters via the RMS (Risk Management System) and tactical plans are key to mitigating heritage risk in Shropshire.

These tactical plans guide firefighters on how best to control the spread of damage and to prioritise salvage. This enables emergency vehicles to access such buildings especially in urban areas, where narrow road access presents a challenge. Shropshire has 6,993 listed buildings and sites consisting of:<sup>13</sup>

- 121 Grade I properties or sites of exceptional interest, sometimes considered to be internationally important.
- 490 Grade II\* properties or sites particularly important with more than a special interest.
- 6,382 Grade II properties or sites nationally important and of special interest.
- 433 Scheduled Ancient Monuments.
- 34 Registered Historic Parks and Gardens (including 3 which are cross-border).
- 1 Registered Historic Battlefield.
- 127 Conservation Areas in Shropshire together with the wealth of non-statutory undesignated heritage assets (c 35,000) recorded on the Historic Environment Record.
- There are 100 sites across Shropshire which are currently on Historic England's 2019 At Risk Register. (889 in the West Midlands Region)

<sup>11</sup> The Pontcysyllte Aqueduct and Canal World Heritage Site and buffer zone is controlled by four Local Authorities (including Oswestry Borough Council and Shropshire County Council), a range of relevant Welsh and English national bodies, and by UNESCO Cymru Wales. The majority of the World Heritage Site lies within Wales, however at Gledrid Bridge, Rhoswiel in Shropshire the Site is covered by Shropshire Fire & Rescue Service. Shropshire and North Wales Fire & Rescue Services frequently support each other at incidents in this border area.

<sup>12</sup> 2018 study carried out by [Explorechurches.org](https://www.explorechurches.org)

<sup>13</sup> [www.historicengland.org.uk](https://www.historicengland.org.uk)

## Organisational Risk

This section describes organisational risks, how these might change and considers their impacts.

## Capacity and Resilience

The Service recognises the need to enhance its capacity and resilience and has embarked on an alliance with Hereford & Worcester Fire and Rescue Service to support this and achieve longer-term sustainability for both services.

Working together, the alliance is exploring the potential benefits of sharing the Fire Control room function, has started to integrate functions in Information and Communications Technology (ICT), is aligning key processes such as procurement and has adopted a standardised joint approach to preparing Community Risk Management Plans.

An early success of this work is a joint provision for the Incident Command Units (ICU) to cover all three counties. These work streams were identified as key to building the alliance and the foundation for projects that will follow.

## Finance

The biggest challenges to financial planning are working with annual settlements, economic volatility, and the uncertainty these factors create.

The Medium-Term Financial Plan uses scenario planning to estimate the financial impact on the Service of a range of outcomes.

This risk to finance includes changes in council tax levels, grant settlement, pay awards, pensions liability and expenditure. These scenarios, along with a comprehensive Reserves Strategy, are used to inform Fire Authority Members as they consider and approve the revenue budget and capital programme into the medium term.

As with other public sector organisations, the Service is impacted by spending decisions taken by Government. The Government outlines its spending priorities through annual Budget announcements and Comprehensive Spending Reviews (CSRs).

At the time of writing, the COVID-19 pandemic has created considerable economic downturn, resulting in uncertainty in the outlook for public spending. This will factor into a resource allocation review, potentially identifying what impact any reductions or reallocation of resources will have on budget and risk.

## Resources

Climate and environmental changes are presenting new and evolving risks, as are the ways in which buildings and vehicles are being changed to minimise their impact on the environment.

Changes to standards of construction, including electric vehicles and power generation within buildings, affect purchasing and maintenance costs. There are further impacts in the purchase of equipment and changed methods of working as the Service deals with operational incidents within these new buildings and vehicles. Changing in ways of working may result in more people working from less-regulated homes rather than offices.

Increasing technology in buildings, vehicles and equipment requires new ICT systems, technological training, and diagnostic equipment. Technological obsolescence also leads to shorter replacement timescales.

Supplier viability may be a concern as markets change and suppliers invest in keeping up with technology.







## On-call Sustainability

The Service provides a high level of on-call availability – the best in mainland England<sup>14</sup> – however, sustaining this is a challenge.

Social pressures, legislation and the changing economy of Shropshire are some of the factors.

Nationally, fire and rescue services are experiencing a shortage of crews available at on-call stations and this low availability, predominantly impacts on daytime or office hours' cover.

The Service has worked innovatively through previous CRMPs to create the resources and infrastructure to overcome such challenges and will endeavour to continue to do so.

The on-call model depends on having enough appropriately trained firefighters within a few minutes of a fire station for emergency calls.

To address this challenge, the Service has undertaken an on-call sustainability project. Working with staff and communities to explore a variety of solutions, the project team has identified a need to provide greater flexibility in working arrangements and a blend of incentives to maintain high level availability.

In line with national guidance<sup>15</sup> the Service is increasing the firefighter fitness standards to 42.3 VO2 max. This increasing standard may potentially impact on recruitment and retention. To support this the Service has purchased equipment for stations and has established a staff-led change working group to meet the challenge.

<sup>14</sup> As assessed by HMICFRS in their 'State of Fire and Rescue Report 2019' (<https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/state-of-fire-and-rescue-2019-2.pdf>)

<sup>15</sup> Recommended by the NFCC and based on research commissioned by the FireFit Steering Group. This research measured the aerobic demands of a range of tasks commonly carried out at operational fire incidents.

## Data Security

The Service uses data in many formats and levels of sensitivity. Information on risk is shared with crews on the incident ground and with partners to support preventative initiatives. A failure to manage information is a significant risk and needs to be carefully managed.

## Culture, People and Diversity

The Service needs to attract, recruit, train and retain people capable of meeting the challenges posed by the changing risk environment, including:

- artificial intelligence
- recruitment and retention of millennials
- critical skills shortages
- succession planning
- ethics and behaviour
- intellectual property loss
- regulatory compliance
- pay equality
- diversity and inclusion

A workforce that is more reflective of the local community is an aspiration of the Service, however, this is only one aspect of diversity.

Nurturing a culture of inclusivity that values diversity of thought and ideas is an essential part of the development of the Service. Diversity, when combined with an inclusive culture, generates better strategy, better risk management, stronger debate, increased productivity, and greater satisfaction.

## High Rise and High-Risk Premises

The Service will need to work in collaboration with regional partners, the Local Resilience Forum (LRF) and the Fire Alliance to deliver the learning and recommendations from Grenfell Tower and other public enquiries.

This requirement links into areas such as training, operational policy, National Operational Guidance (NOG), national risk assessments, the Local Risk Register (LRR) and a greater role in the regulation of high rise and high-risk buildings. High risk premises include:

- Residential multi-occupied buildings more than 18m or more than six storeys
- Buildings which are clad in Aluminium composite material
- Buildings which are clad in high pressure laminate or other material that is tested and known to be flammable
- Premises where the occupants cannot escape from fire without assistance
- Buildings which are determined as high risk through the audit process

## Information, Communications and Technology (ICT)

Technology is a fundamental part of our everyday lives and at the forefront of what many perceive is a 'third industrial revolution'. This is already having a Service-wide impact.

The last five-year ICT strategy introduced significant investment in technology, establishing a solid basis for the organisation to continue evolving; although the risks and challenges are also constantly growing, and need to be managed in order to maximise on the investments made.

The Service is increasingly reliant on technology and sees it as a strategic enabler, but the Service must be mindful of any limitations in the local digital infrastructure.

This increasing use and reliance on the advantages of technology creates challenges of attracting and retaining technical staff and keeping users confident and competent. It is also hugely reliant on reliable broadband communications. The Service is using the opportunities of the alliance with HWFRS to build resilience and capacity in this area.













## STAGE 2

# Managing and Reducing Risk

**This section outlines how the Service aims to manage and reduce fire and rescue related risks over the duration of the CRMP.**

It focuses on how the Service plans activities to keep communities as safe as it can; from being able to respond quickly and effectively to any emergency incident to working with communities and partner agencies to try to make sure these incidents do not happen in the first place.

The headline proposals are described first, these are then followed by departmental actions and proposed activities.

These activities are organised under three interrelated headings:

- **Prevention:** preventing fires and other emergencies from happening in the first place
- **Protection:** protecting people, firefighters and property when fires, floods and other emergencies happen
- **Response:** responding to fires and other emergencies quickly, safely, and effectively

Work in these areas is supported by other important activities including how to ensure the Service:

- Maintains resilience
- Provides value for money
- Supports the workforce

## Headline Proposals 2021-25

In addition to the range of departmental aims and activities set out in this section, there are a number of key actions to be delivered over the coming four years of the CRMP. These aim to continue to improve efficiency, effectiveness and people. They also aim to build ongoing resilience and sustainability by increasing capabilities and overall capacity. Most notably they will meet the changing risk of Shropshire.

- Work to a revised response standard
- Undertake a resource deployment review
- Provide increased protection team resources
- Increase prevention capacity to target the changing rural risk
- Update the Service vision and aims for the next four years

## Revised Response Standard

A revised version of the existing standard will give the public a clearer picture of the emergency incident response time for the community in which they live.

The Government has divided England and Wales into categorised Lower-layer Super Output Areas (LSOA) – all of which have a population of between 1,000 and 3000 people.<sup>16</sup>

<sup>16</sup> The average LSOA has a population of 1500 in 650 dwellings. ONS.



Office for National Statistics (ONS) data has also been analysed to determine what these categories look like in Shropshire. The Service has replaced the ‘high, medium and low risk’ terminology used in the 2015-20 response standard with LSOA categories; tying them to the existing response times as follows:

- Urban – first fire engine in 10 minutes
- Town and fringe – first fire engine in 15 minutes
- Rural – first fire engine in 20 minutes

Emergency response times have not changed, just the terminology. This is because ‘high’, ‘medium’ and ‘low’ did not provide an accurate assessment of risk to an individual and the revised

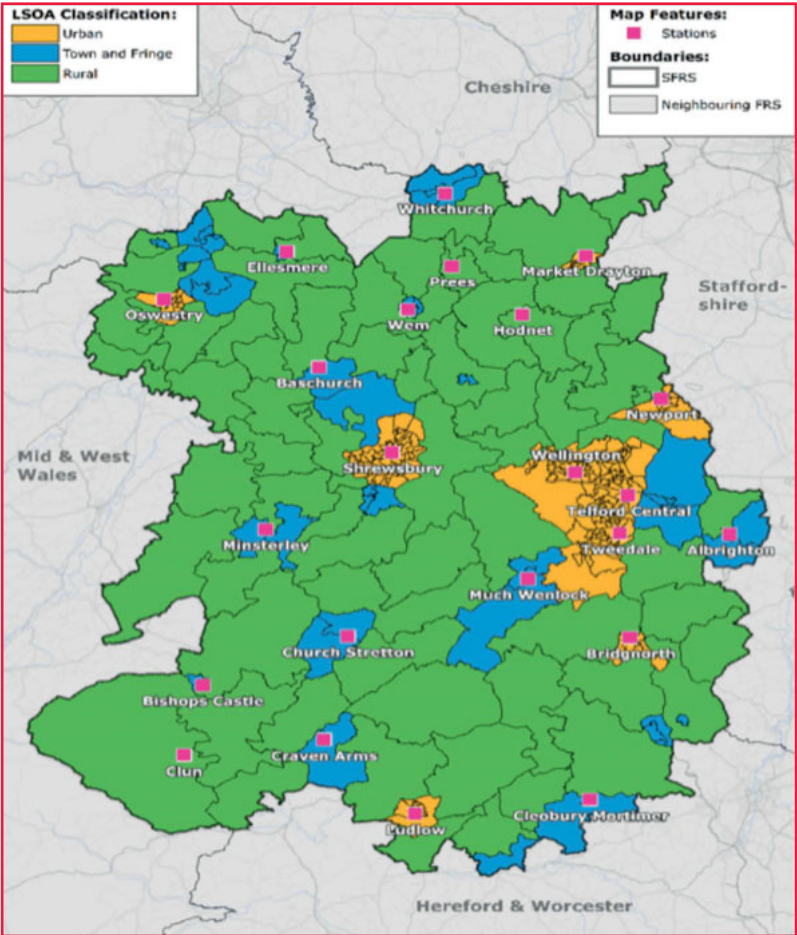
terminology provides a much clearer description of what the service standard is. We will aim to meet these times on at least 85% of occasions.

For example, an individual living in a terraced house in Shrewsbury is no more likely to be high risk than one living in a large house in a rural area like the village of Loppington – it is far more complex.

Individual risk is a factor of many things that relate to the environment, property and the occupant. It is known that in more urban areas, the actual number of incidents is likely to be higher, so for the purposes of utility, we predominantly use a whole-time crewing model in the most densely populated areas and on-call elsewhere.

High risk now becomes ‘urban’, ‘town’ and ‘fringe’ replaces ‘medium risk’, and ‘rural’ replaces ‘low risk’.

	SETTLEMENT TYPE	TARGET
Urban	Major Conurbation	10 Minutes
	Minor Conurbation	
	City and Town	
Town and Fringe	Rural Town and Fringe	15 Minutes
Rural	Village	20 Minutes







The response standards acknowledge the concept that most areas will comprise of a blend of 'high', 'medium' and 'low' risk criteria. The Service believes that stating and measuring against each is more transparent.

Aiming to meet these 10, 15 and 20-minute emergency response times on at least 85% of occasions becomes the Service's contract with the public.

The likelihood and impact of an incident are managed separately.

The response standard relates to how quickly the Service aims to get a first fire engine on scene but the number of fire engines or 'weight of attack' – is both pre-determined in accordance with a defined incident type and adjusted as information becomes known.

For example, a house fire will usually have three fire engines attend, with the first expected to arrive in line with the response standard.

If more resources are needed, then the control room will mobilise the required amount. This ensures that Fire Control deploy the right number of people, with the right skills and the right equipment to every incident.

Call handling is monitored and managed separately. The quality of information gathering will not be compromised by unnecessary haste, which might result in an adverse incident outcome.

The proposed standard will measure, from when resources are allocated to an incident until the moment the first fire engine arrives at the incident.

The CRMP consultation identified a varied public awareness of the Service's response resources and capabilities, especially in rural areas. The Service recognises there will need to be an emphasis on continuing to engage with our communities on this issue during the life of the CRMP. The

aim of this dialogue will be to identify if there is an expectation for reduced response times or if increased prevention work will be satisfactory. The service recognises that integration of the response standard with the proposal to increase targeted prevention in rural areas whilst maintaining the 97% + appliance availability is crucial to managing the rural risk.

## Resource Deployment Review

At present the second wholtime fire engine located at Telford Central Fire Station re-locates to Tweedale Fire Station between 9pm-8am.

This deployment mirrors the changing daily risk profile of South Telford and this deployment will be reviewed and consulted on to explore if other assets – such as Shrewsbury's second wholtime fire engine – could be used in a more agile way to meet other emergent risk.

There are no plans to reduce current service provision, as the Service and the HMICFRS believe the existing service to be both efficient and effective, but the importance of planning flexible options that can meet any future funding challenges is recognised.

Ongoing reviews of specialist functions such as rescue capability, working at height and narrow access will be included in this work and considered in the context of the Fire Alliance.

## Increased Protection Team

The Service will provide the capacity and capability to target the right level of protection expertise to meet the level of risk. To increase this capacity and meet audit and other requirements the Inspecting Officer team will be increased from nine to 12 individuals. Implementation has commenced and is ongoing.

## Increase Prevention Capacity to target the changing Rural Risk

Over the next five years it is predicted that there will be a substantial increase in residents over the age of 65 within the rural areas.

The increase in age and age-related illnesses, coupled with travel distances from rural stations, increases the vulnerability of some residents.

Further, as a result of COVID 19, many people now find themselves working from home, shielding or self-isolating, thus contributing to levels of isolation. As interactions with others decreases those living alone are at greater risk of fire and accidents. This is especially so in rural areas.

To meet this changing risk the Service will increase the level of engagement and ensure members of the public living in rural areas have greater opportunity to access information and more options to self-refer for safe and well visits.

The Service will work in partnership with the Shropshire Association of Local Councils (SALC), to ensure the councils and associated community groups can help the Service to identify and target community risk and to deliver the appropriate support to those who need it.

The Service will review opportunities to increase engagement using technology, partnerships and volunteers to overcome barriers and improve efficiency.

Implementation between April 2021 and April 2025.

## Vision and Aims 2021-25

The Service intends to update its vision and aims to be:

**Vision:** Making Shropshire Safer.

**Purpose:** Save and protect life, property and the environment from fire and other emergencies

**Core Values:** The Service fully supports the national fire and rescue service core values of:

- Service to the community
- Valuing people
- Valuing diversity
- Valuing improvement at all levels

### Aims:

- To be able to respond to emergencies in an appropriate time with a professional, competent, and equipped team
- To reduce the number of fires and impact in our community
- To reduce the number of fire related deaths and serious injuries
- To work with partners to reduce other relevant risks
- To mitigate against harmful impacts on the environment.
- To make culture central to our strategy by becoming more purposefully inclusive and diverse, deliberately developmental, and intentionally innovative.



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





## Existing Departmental Aims and Actions 2021-25

As previously illustrated the Service is consulting on several key proposals, however, this section of the plan incorporates work it already undertakes. In many ways this is a guide to the Service's existing day-to-day departmental aims and actions.

### Prevention

The Prevention team aims to prevent fires and other community emergencies from happening in the first place. Key to this partnership is working with local authorities and agencies and developing data sharing agreements that support people to remain safe and independent in their homes. The Service's intentions are as follows:

Preventing fires and other emergencies from happening in the first place	
Aims	Actions to achieve these aims
<b>Reduce the impact of fire and other emergencies on communities working to prevent death and serious injury</b>	Improved understanding of risk to improve targeting people and areas most vulnerable to fire and other emergencies
	Share and develop technical expertise and good practice with neighbouring fire and rescue services
	Working with local authorities and partners to improve data sharing, identify those most at risk and helping to reduce the impact on partners' key risks and priorities
	Examining ways to reduce the socio-economic costs of fire
<b>Increase fire safety awareness and behaviour</b>	Deliver the Safe and Well service targeting home visits to those most at risk
	Work with partner agencies to ensure two-way referral pathways are used
	Provide youth engagements and education schemes to help improve young people's fire safety awareness and behaviour
<b>Reduce the risks associated with other emergencies</b>	Provide education and risk reduction initiatives for young drivers and other road users alongside the work of multi-agency road safety partners
	Work alongside partner agencies to increase water safety
<b>Reduce the effects of environmental change on our communities</b>	Work with partners to ensure residents, businesses and visitors are prepared for, and are aware of the dangers of, extreme weather events such as more frequent wide-area flooding and longer-lasting heat waves
	Provide advice and guidance for residents and visitors to help to mitigate the impact of extreme weather events, including water safety advice and guidance on the dangers of wildfire

## Protection

To increase capacity and meet all requirements the Protection team is increasing its inspecting officers from 9 to 12 individuals. The Service's intentions are as follows:

<b>Protection – protecting people, firefighters, property and the environment from the impact of fires, floods and other emergencies when they happen</b>	
<b>Aims</b>	<b>Actions to achieve these aims</b>
<b>Reduce the risk of fire in commercial and other non-domestic premises where people work, shop and visit. Protecting the public from the risk of death or serious injury whilst mitigating the impact of business disruption and the cost to the local economy and environment.</b>	Provide business safety advice and support to local businesses to help them meet legislative requirements
	Investigate the potential of developing the Primary Authority Scheme across the Fire Alliance to ensure consistent advice, inspection and enforcement processes
	Continue to promote the introduction of sprinklers within all potentially high-risk premises
<b>Increase local businesses levels of compliance with fire safety legislative requirements by improving knowledge and understanding of fire safety matters.</b>	Carry out fire safety audits to ensure local businesses comply with requirements of the Regulatory Reform (Fire Safety) Order 2005. Many of these audits will be pre-planned through risk-based and intelligence-led audit programmes, which assist in targeting those premises identified as representing the greatest risk to life in the event of a fire. Other audits will be in response to complaints
	Employ an 'engage early' approach so that projects and issues can be dealt with prior to need for formal action.
	Provide a workforce that is competent to meet the aims in line with industry requirements: undertake appropriate levels of specialist training to ensure protection officers can continue to provide proportionate, efficient and effective business safety advice, carry out inspections and take enforcement action, either formal or informal, where necessary
<b>Reduce the number of arson-related incidents in commercial premises</b>	Carry out fire investigations and work with the police and other partners to produce evidence to support the criminal justice process and to meet the common goal of protecting the public
<b>Help to protect property, possessions and local heritage sites and valuables from fire and the effects of flooding and other extreme weather events</b>	Continue to work with other departments to help them prepare site plans with key information relating to floor layout, building construction and valuable features/objects to ensure effective firefighting, firefighter safety, and salvage where possible, and make this information available via mobile data terminals
	Continue working with partners to help ensure local communities understand what to do to keep themselves and their property and possessions safe in the event of fire, flood or other emergency incident
<b>Reduce the impact and burden on the service from unwanted activity such as unwanted fire signals (UwFS)</b>	Investigate unwanted fire signals (UwFS) and fires in non-domestic premises to monitor and reduce their impact on the Service and the affected premises.



## Response

The Service aims to respond quickly, safely and effectively to all emergency calls. Staff prepare, plan and train for a variety of emergencies including fires, flooding, road traffic collisions, specialist rescues and incidents involving hazardous materials.

<b>Response – responding to fires and other emergencies quickly, safely and effectively</b>	
<b>Aims</b>	<b>Actions to achieve aims</b>
<b>Provide a quick, safe and effective response to fires and other emergencies</b>	Develop a joint attendance standard with Hereford & Worcester Fire and Rescue Service based on incident type and location
	Continually monitor firefighter availability to ensure capacity and resilience across the Service area
<b>Ensure fire and emergency cover arrangements are appropriate to meet current and emerging risk levels</b>	Continually review fire and emergency cover to ensure appropriate provision of resources and crewing arrangements
	Review, update and share risk information at a local, regional and national level and ensure it is widely available
<b>Ensure firefighters are well trained, well equipped and well led</b>	Maintain a full complement of training, exercising and fitness to ensure ongoing competence, leadership and specialisms
	Ensure firefighters have access to the most appropriate personal protective equipment, firefighting equipment and fire engines
<b>Prepare and plan for emergencies to be able to respond effectively and safely for the public, firefighters and the environment</b>	Review and refresh operational procedures to align with National Operational Guidance, sharing learning locally and across the sector to ensure response procedures are as safe as possible
	Ensure the Service is able to increase its ability to proactively intervene when extreme weather is expected in order to reduce the impact
	Develop capabilities to respond effectively to the environmental impact of climate change – e.g. flooding, wildfire
<b>Work with partners to deliver shared response opportunities and assistance</b>	Work collaboratively with partners to support incidents other than fire and contribute towards ensuring a positive impact on partners key risks and priorities
	Develop capabilities to ensure a coordinated response to multi-agency incidents
	Work with partners to assist individuals and communities to recover from the impacts of fires and other emergencies

## Organisational and Local Resilience

Contingency planning enables Shropshire Fire and Rescue Service to deliver its services at times of local and national emergencies.

It requires a multi-agency approach ensuring processes are in place should an emergency arise. Such planning includes carrying out joint exercises to practice preparedness, multi-agency response capabilities and post-incident recovery and support procedures.

The Service is an active member of the West Mercia Local Resilience Forum, (LRF) established to manage foreseeable risks and provide an effective multi-agency response to incidents such as flooding and sudden impact emergencies affecting communities. These risks are set out in a Community Risk Register.

The West Mercia LRF also ensures that effective business continuity arrangements are in place for multi-agency activity, with the aim of stakeholders identifying vulnerabilities within their respective services and partners providing assistance from within the LRF.

A recent example being the hugely challenging LRF business continuity planning and emergency arrangements for COVID-19.

The Service cadre of National Inter-Agency Liaison Officers (NILOs) are trained to command and liaise between agencies involved at multi-agency incidents.

The Service will continue to assess its resilience and ensure, by working together with partners, that major incident planning and response are fully integrated and compatible with the Joint Doctrine of JESIP.<sup>17</sup>

<sup>17</sup> JESIP: This is the policy which applies to emergency responder interoperability. It sets out what is expected of responder agencies as they work together responding to emergencies.

## National Resilience and Assets

The Service has specialist crews equipped with high volume pumping capabilities for incidents where large volumes of water are required to be moved, for example during flooding events.

The Service also hosts a registered boat team that assist at national incidents. This is in addition to national resilience requests for assistance at significant incidents, such as the Winter Hill wildfires in 2018 and South Yorkshire floods in 2019.

## Value for Money

The 2018 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection graded the Service as 'Good' in efficiency; this was the highest grade achieved by any fire and rescue service and the aim is to continue delivering value for money.

Value for Money – using our resources efficiently and effectively to provide quality services	
Aims	Actions to achieve aims
<b>Maintain a balanced and sustainable budget that aligns available resources with the level of identified risk that enables us to deliver high quality services</b>	Manage the revenue and capital budgets through the Service's Medium-term Financial Plan, delivering efficiencies where appropriate
	Review all Service functions and supporting services to ensure they continue to deliver value for money
<b>Use our available resources to ensure we have highly skilled and well-equipped staff available in the right place at the right time, and able to deliver prevention and protection services, to work in partnership with others and to respond to any emergency we are called to deal with</b>	Ensure asset management plans meet service needs, including the ICT infrastructure, buildings, equipment and fleet
	Continue to invest in technological advances and other improvements in service delivery, facilities, equipment and training
	Use joint procurement processes where possible to obtain the best products and services at the right time, for the right cost, and ensure procurement takes into account the need to contribute towards environmental sustainability
	Seek opportunities through joint working to contribute and add value to the wider community safety aims and priorities of partner agencies



## People: Supporting the Workforce

In 2019, Shropshire Fire and Rescue Service was rated as 'Good' by the HMICFRS in how it treats its people. The Service recognises how important our people are and is committed to working collaboratively to achieve excellence in people and performance management.

The Service has created an environment in which people can grow and develop in to deliver an outstanding service to communities. The Service encourages learning and innovation to motivate employees to reach their full potential. Staff are engaged and empowered to make a difference on their own and leaders encourage a culture of trust, people development and well-being.

There is a strong focus on employee engagement; using employee survey results to develop strategies and increase employee satisfaction. This has built a shared sense of purpose and given staff a meaningful voice on matters affecting their working lives.

The Service continues to seek out innovative ways to substantiate its commitment to equality, diversity and inclusion by removing barriers and celebrating differences, to include all in the workplace to share in its success. The following table outlines the Service's plans:

<b>Valuing our People – Creating an inclusive culture where our people feel engaged, supported and empowered. Our People Strategy will adapt and respond to a changing environment to ensure that we are leading, recruiting, developing, training and retaining the very best people</b>	
<b>Aims</b>	<b>Actions to achieve aims</b>
<b>Strengthen leadership and line management to support organisational change</b>	Through our People Strategy we will deliberately develop capacity and capability through workforce development, improving leadership and creating career pathways
<b>Maximise the wellbeing of our people</b>	Continue to introduce new initiatives as part of the Health and Wellbeing plan to support staffs psychological and physical health
<b>Developing cultural values and behaviours which make the Service a great place to work</b>	We will use Culture as our strategy. By being deliberately developmental, purposefully diverse and inclusive and intentionally innovative, we will drive our organisational values
<b>Provide excellent training and education to ensure continuous improvement of services to the public</b>	Work with staff to develop professional skills, raise performance and identify talent across all functions
<b>Ways of working to respond to the needs of Service models</b>	Work with Representative Bodies to establish new ways of working demonstrating leadership through clarity on pay and reward
<b>Improve our ability to provide good service by increasing the diversity of our staff and creating a fair and equal place to work</b>	Purposely ensure that equality, diversity and inclusion is embedded across SFRRS to foster an inclusive culture









## STAGE 3

# Measuring and Demonstrating Impact

**A key focus of the CRMP will be to demonstrate that activities aimed at reducing risk are making a positive difference.**

This will require a range of monitoring and evaluation mechanisms for measuring the impact, effectiveness and efficiency of prevention, protection and response activities, and an assessment of outstanding risks. The key parts of this stage are set out below.

Monitoring, qualitative evaluation measures and targets needs to be established to demonstrate impact and improvement over time.

The Service intends to work to a small set of high level 'outcome' based strategic indicators that will include;

- Number of incidents per 100,000 population, by 'high level incident types'.
- Number of Accidental Dwelling Fires (ADF) per 100,000 population.
- Number of deliberate fires per 100,000 population, by 'incident type'.
- Number of fire related deaths and serious injuries in the community per 100,000 population.
- Proportion (percentage) of fires that are contained to the room of origin.
- Performance against the response standards.
- Injuries sustained by staff through operational activity.
- Performance against the Risk Based Inspection Plan (RBIP).
- Workforce profile and staff competence levels.

The Service will use a larger set of output-based indicators to support activities and objectives that will improve performance against these strategic indicators.

Delivery against these measures will be monitored to identify trends and variations over time to assess changing risk and demand profiles (e.g. incident type and frequency; prevention activity impact).

This can be organised using the areas identified in Stage 2.

These will vary according to the activity being carried out. The KPIs will also be reported through the performance reporting process. The use of standardised language and metrics in the development of KPIs will allow benchmarking across the Alliance and the country.

The Service will also engage with the NFCC and Partners to develop performance measures to recognise the economic and social cost of fire.



The key parts of the evaluation process involve the following:

## Resources

The resources needed to deliver staff, costs, equipment, building, partner input, in-kind contribution, etc.

## Activities

Activities planned and target groups

## Outputs

What is being delivered, how much and to whom – direct, measurable products or services

## Short-term Outcomes

Changes the activity makes to individuals, communities, systems, etc. in terms of learning, knowledge, skills, attitudes

## Intermediate Outcomes

Changes in action, behaviour and practice

## Long-term Impact

Changes in conditions (social, economic, environmental, etc.) locally and nationally









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- 18 or over?
- Looking for an exciting spare time opportunity?

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**Shropshire**  
Fire and Rescue Service

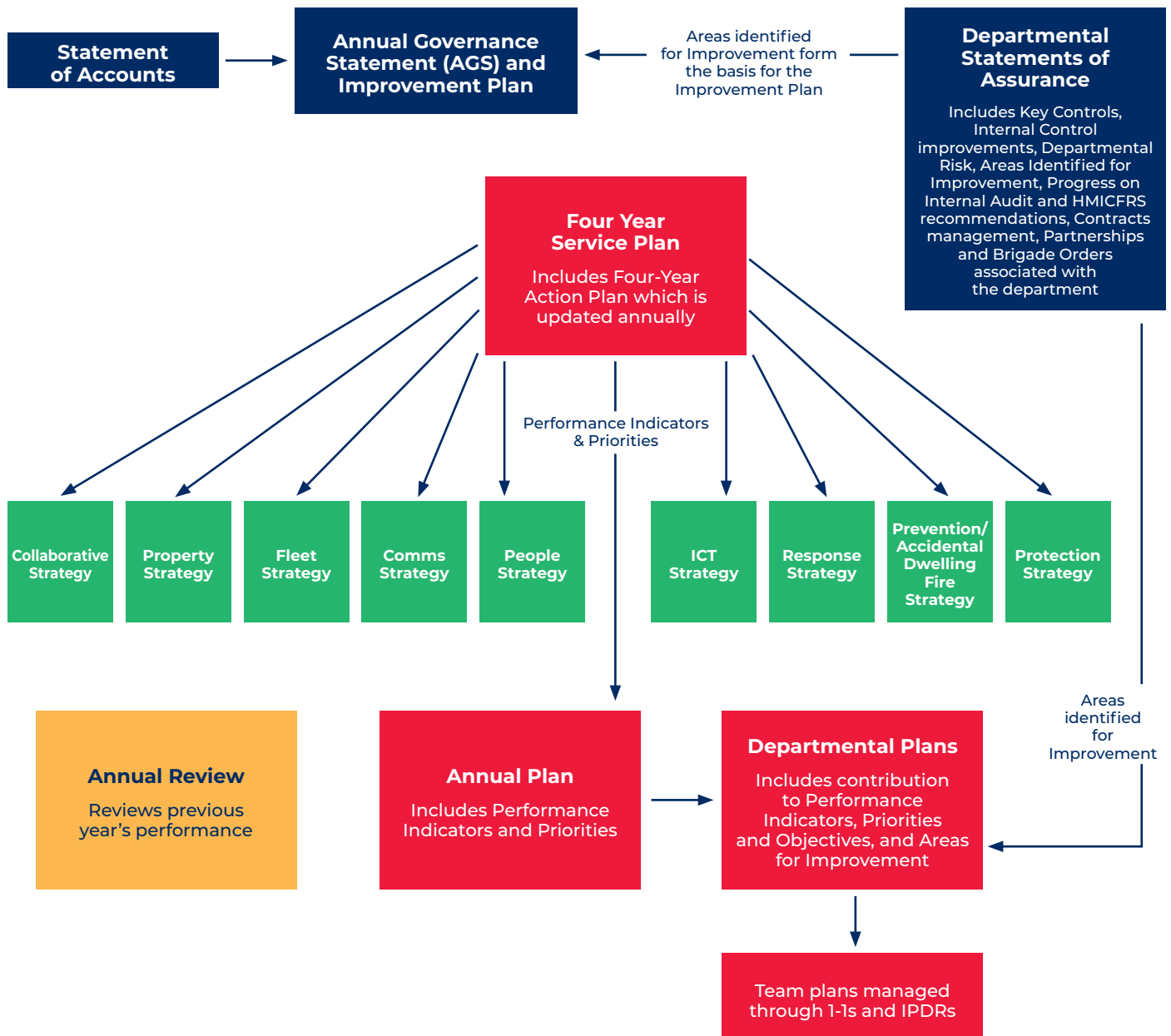






# Appendix 1a

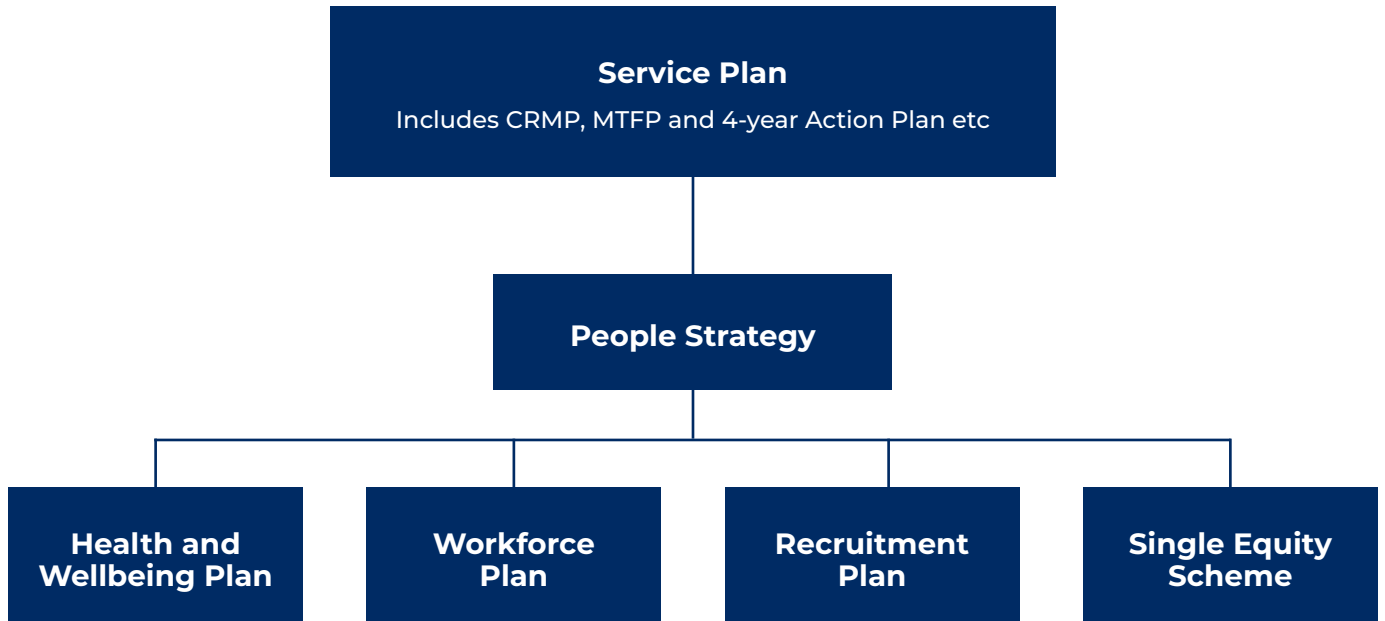
## Planning and the CRMP





# Appendix 1b

## Human Resource Planning







## Appendix 2

# Legislation and National Influence

### **Shropshire Fire and Rescue Service's (the Service) key responsibilities are set out within:**

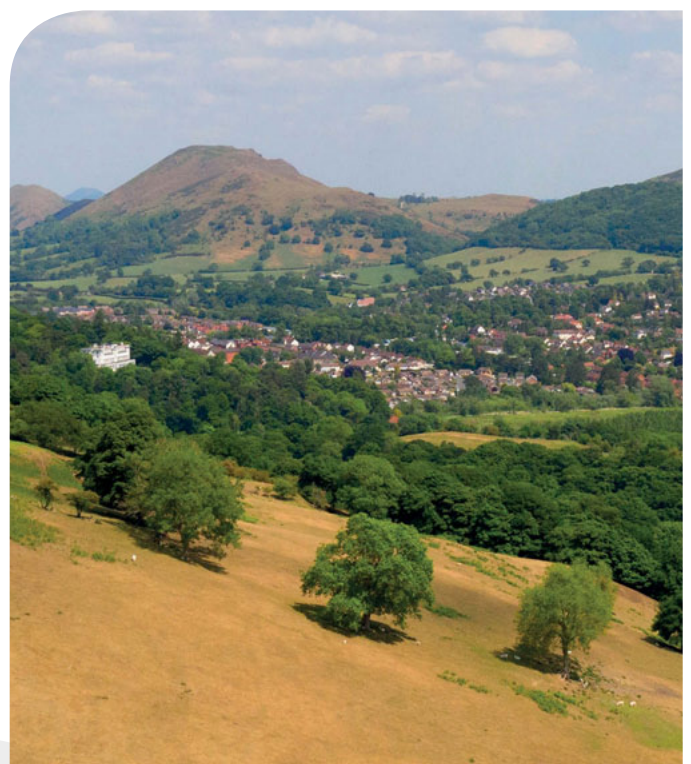
**The Fire and Rescue Services Act 2004** confirms the duties and powers of fire authorities and provides a strong framework for responding to the range of risks set out in Community Risk Management Plans (CRMPs). The Act directs fire and rescue services (FRSs) to promote fire safety, fight fires, protect people and property from fires, rescue people from road traffic collisions, deal with other specific emergencies such as flooding or terrorist attack, and respond to the particular needs of their communities and the risks they face.

**The Regulatory Reform (Fire Safety) Order 2005** consolidated a wide range of fire safety legislation into a single, simplified form. The Order is designed to provide a minimum fire safety standard in all non-domestic premises (with a few exceptions), with an identified Responsible Person (RP) required to carry out certain fire safety duties. These include, but are not limited to, ensuring the general fire precautions are satisfactory and that a suitable and sufficient fire risk assessment is conducted.

**The Civil Contingencies Act 2004 (CCA)** establishes our role and responsibilities for emergency preparation and response. As a 'Category 1' responder, the Service is required to: assess the risk of emergencies occurring and use this to inform contingency planning, put in place emergency plans and business continuity arrangements, make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency, share information and co-operate with other local responders to enhance co-ordination and efficiency.

**The Police and Crime Act 2017** places a legal duty on us to collaborate. Effective partnerships enhance capacity and resilience, whilst helping us deliver efficient, integrated public services. Such partnerships are based around shared risks and mutual ambitions, as demonstrated via the Service's Fire Alliance with HWFRS which is currently focussed on procurement opportunities, ICT provision, the provision of Fire Control and a standardised risk analysis for CRMP.

The Policing and Crime Act 2017 also makes provision for **HMICFRS** to inspect and report on the efficiency, effectiveness and leadership of fire and rescue authorities in England. The objectives of these inspections are to improve FRS services and ensure a reduction in local risk, to identify good practice, transformation and areas for improvement, and to improve transparency and accountability to local communities. Through its inspections, HMICFRS enables the public to see how well their local service is performing and improving.





**The Health and Safety at Work Act 1974** is the primary piece of UK legislation covering occupational health and safety. With a few exceptions it applies to everyone 'at work' including employers, employees, the self-employed, those in control of non-domestic premises, and manufacturers/suppliers of articles and substances.

It places a general duty on employers (so far as is reasonably practicable) to; protect people from the risk of injury or ill health by ensuring employees' health, safety and welfare at work, protecting non-employees against the health and safety risks arising from work activities and controlling the storage and use of explosive or highly flammable or dangerous substances.

**The National Fire Chiefs Council (NFCC)** is the professional voice of the UK fire and rescue service. Through its coordination committees it provides clear, professional leadership on operational fire matters, including driving the

pillars of 'fire reform'. Its overarching aims are to strengthen professional and operational leadership, improve national co-ordination, reduce duplication and increase efficiency, support local service delivery, and provide increased influence for fire and rescue authorities and FRSS.

The Local Government Association (LGA) is the national membership body for local authorities and associate members, working to support, promote and improve local government. The LGA is a cross-party organisation that works to create a strong, credible local government voice at national government level. It's aims are to influence issues that matter to councils, so that they are able to deliver effective local solutions to national problems. The LGA provides a range of member services including corporate support through leadership programmes, peer challenge and benchmarking, plus tailored assistance to specific service area, e.g. children's, adults', health, care, financial, and planning services.





## Appendix 3

# Response Assets

- 28 Fire Engines capable of dealing with a wide range of incident types
- Two high reach Aerial Ladder Platform (ALP) vehicles based at Shrewsbury and Telford Fire Stations
- A tiered water rescue capability strategically located across the county. All operation personnel are Water Awareness trained and have a river-bank based rescue capability. We have 13 Water First Responder stations with wading rescue capability, and a specialist Water Rescue Unit with Swiftwater and Flood Rescue Boat capabilities based at Shrewsbury Fire Station.
- A High-Volume Pump Unit (HVPU) which is part of the country's National Resilience capability is based at Prees Fire Station. Light Pumping Units (LPUs) are based at Craven Arms and Shrewsbury, both of which have 4x4 capability.
- One dedicated Water Carrier located at Bridgnorth and one integrated watercarrier/ firefighting fire engine located at Oswestry.
- A Specialist Rescue team, Rescue Tender and Animal Rescue team are based at Wellington Fire Station to assist with a wide range of rescue requirements
- 11 x Incident Support Units (ISUs) in the form of 4x4 crew cab vehicles with interchangeable capabilities including Water Fogging, Light Portable Pump, Environmental Protection, BA Cylinder provision and Gas Tight Suits.
- One Pinzgauer (6x6 all-terrain) off-road vehicle that is based at Church Stretton Fire Station.
- One Incident Command Unit providing specialist support based at Tweedale Fire Station to help manage large incidents.
- One Specialist Foam Unit used for dealing with fuel fires
- One Welfare Unit based at Newport.
- One Fuel Carrier based at Wellington.
- A collaboration with the Environment Agency provides an Environmental Protection Unit (EPU) based at Tweedale Fire Station. This is supported by eight strategically located Incident Support Units.
- All operational staff have a Safe Working at Height capability with Rope Rescue Operator (Level 2) capabilities based at the three wholetime stations.





Fire Rescue Service

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# Glossary

**Appliance** – This is a generic term for any responding fire service vehicle.

**Arson** – The criminal act of deliberately setting fire to property.

**COVID-19** – COVID-19 is a new illness that can affect the lungs and airways. It is caused by a specific strain of coronavirus.

**Community Risk Management Plan (CRMP)** – The Service's long term plans based on an assessment of all known and potential risks to life and injury to the community, through the analysis of a wide of range data. These evidence-based plans are used to help produce service plans to meet local needs, reduce or mitigate risk. CRMPs inform service priorities, plans and resourcing, help to guide decision making and the allocation of funding. Previously referred to as the IRMP (Integrated Risk Management Plan).

**Effective** – Effective fire and rescue services identify and assess the full range of foreseeable fire and rescue risks its community face. It targets fire prevention and protection activities to those who are at greatest risk from fire. It ensures that businesses comply with fire safety legislation and when the public calls for help, it should respond promptly with the right skills and equipment to deal with the incident effectively.

**Efficient** – Efficient fire and rescue services manage budgets and spend money properly and appropriately. It aligns its resources to its risks and tries to keep costs down without compromising public safety. Budgets are based on robust and realistic facts and assumptions.

**First Person on Scene** – A first aid qualification for practitioners requiring a more advanced level of competence when treating casualties in a trauma or medical emergency.

**Hazmat** – Hazardous materials, usually used in the context of a 'HAZMAT incident'

**HMICFRS** – Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. The body that independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.

**ICT** – Information and Communications Technology. The term covers any product that will store, retrieve, manipulate, transmit or receive information electronically in a digital form, for example, personal computers, digital television or email.

**Local Resilience Risk Register (or Community Risk Register)** – Puts the national risks in a local context, by looking at things like economic, geographic and demographic factors, whether the risk has happened before and what is in place to control it.

**National Resilience** – Arrangements, capabilities and equipment in place to enhance the UK's capacity to respond to incidents requiring mass decontamination, urban search and rescue (USAR), water capability, long term management, enhanced command & control, enhanced logistics.

**National Risk Register** – Provides an assessment of the most significant emergencies which the United Kingdom and its citizens could face, summarised into three categories: accidents, natural events and malicious attacks.

**'On-call' Firefighters (Retained Duty System)** – Retained Duty System 'on-call' firefighters work on a 'standby' basis, for responding to emergency calls. They are paid both an annual retainer and fees for attending training, emergencies and giving fire safety advice. On-call crews usually live or work within five minutes of their local fire station enabling them to respond quickly to emergency calls.

**ONS** – Office of National Statistics.

**Prevention** – Activity associated with fire safety in the home and the community, co-ordinated by the Prevention team and supported by operational staff.



**Primary Fires** – These are generally more serious fires that harm people or cause damage to property. Secondary fires are generally small outdoor fires, not involving people or property. Incident Recording System (IRS).

**Protection** – Also referred to as ‘business fire safety’, this is activity linked to advice and guidance for regulated premises, and enforcement of the Regulatory Reform (Fire Safety) Order 2005. The Protection team deliver this function, supported by operational staff.

**Resilience** – Refers to our ability to respond to major emergencies and disruptive challenges whilst maintaining our core service provision. This is made possible through multi-agency partnerships, effective emergency planning and flexible resource arrangements.

**Response Standard** – A risk-based target for response times and number of personnel the Fire Authority aims to deliver to all relevant emergency incidents in Shropshire

**Risk Analysis** – This is the process of examining in detail the risks in our community.

**Road Traffic Collision** – This is an accident involving vehicles on the roads.

**Secondary Fires** – These are generally small outdoor fires, not involving people or property.

**Shropshire and Wrekin Fire and Rescue Authority (FRA)** – The body providing governance to Shropshire Fire and Rescue Service, made up of elected Councillors from each of the two administrative districts in Shropshire.

**Sleeping Risk** – Any premises, location or place where people may sleep, known or unknown, that may lead to a ‘persons reported’ fire or incident.

**Special Service Call** – Non-fire incidents requiring the attendance of a fire appliance or officer. E.g. rescue of persons and/or animals, flooding, hazardous material incidents, lift releases and prior arrangements to attend or assist other agencies.

**West Mercia Local Resilience Forum** – Local resilience forums (LRFs) are multi-agency partnerships made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Environment Agency and others. LRFs aim to plan and prepare for localised incidents and catastrophic emergencies.

**Wholetime** – Permanent contract operational staff e.g. Firefighters.













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