



## Shropshire and Wrekin Fire Authority Annual Plan 2021/22

This year's plan announces the start of "Making Shropshire Safer – An integrated risk management plan for our communities 2021 to 2025".

In this first year of the new Service Plan we will focus on strengthening our Protection activity and extending our Prevention reach into more rural communities. We will ensure our response activity continues to meet the demands of all of Shropshire's communities through better engagement, a series of technical reviews and an overhaul of the retained duty system to support the role of a modern on-call firefighter.

Culture is central to our strategy and we will develop our ideas on how to be a deliberately developmental organisation that is proactively diverse and inclusive. This means the whole organisation being both engaged and listening to each other in a constant drive to improve and be innovative in what we do.

As a people-based organisation our strength is in our relationships. 2020 tested this with increasing isolation of teams and individuals and high levels of remote working. It also forced us to quickly develop new ways of working.

2021/22 will continue to present our country with real challenges from COVID 19 and we will carry on being "ready, willing and able" to help wherever we can against this and any other threat. The Service will demonstrate that, for us, resilience means "bouncing forward" not bouncing back. To do this we will work through the Restoration and Renewal Group to identify where the new working practices we have developed provide greater efficiency or effectiveness and we will consolidate on them.

We will continue to work closely with Hereford and Worcester Fire and Rescue Service on our four key areas of control, ICT procurement and the delivery of our risk management plans; but these 4 areas will not limit our ambitions to partner and collaborate wherever it is beneficial.



**Cllr Eric Carter** - Chair  
Shropshire and Wrekin Fire Authority



**Rod Hammerton**  
Chief Fire Officer

## Priorities for 2021/22

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

- Working at Height
- Command Support Unit
- Future PPE & BA
- Evolve and adapt to the changing position of Covid through targeted working groups to deliver Restoration and Recovery of Service
- Use Learning from the Pandemic to develop and deliver Service improvements identified through the Restoration and Renewal Group
- Drive improvements using digital technology and embed effective change through the Service Transformation Board
- Make improvements in Environmental Performance, Station Security and Fitness Support Facilities through the refurbishment programme
- Actively reduce the environmental impact of our corporate operations
- Influence the way key sector stakeholders recognise environmental impact
- Include and develop meaningful performance aims, targets and indicators into all business plans
- Undertake a training facility review to determine the future needs of the Service and Partners
- Undertake a Resource Deployment Review
- Increase Prevention capacity to target the changing rural risk to make Shropshire Safer
- Improve decision making and performance management through effective analysis and use of data
- Identify and adopt opportunities where volunteers can support the Service's CRMP objectives
- Review the Service's Incident Command training and accreditation in line with national operational guidance and recognition of operational discretion.
- Undertake a command response review.
- Embed the Code of Ethics into the Service and all that we do.

## Our 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 diverse and inclusive, deliberately developmental, and intentionally innovative

## Corporate Performance Indicators

The Service will aim to reduce the overall number of fires

The Service will aim to reduce the number of accidental dwelling fires

The Service will aim to reduce the incidence of deliberate fire setting

The Service will mitigate against any fire deaths or serious injuries

The Service will monitor and learn from every occasion when a fire is not confined to the room of origin

The Service will monitor and learn from every occasion when an injury occurs during operational activity

The Service will aim to meet its response standards of  
Urban – first engine in 10 minutes  
Town and fringe – first engine in 15 minutes  
Rural – first engine in 20 minutes

The Service will monitor the level and effectiveness of its enforcement activity

The service will monitor and report against establishment, composition, competence and attendance levels

## Our Purpose

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

## Our 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



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