

## Annual Review 2024-2025

### Report of the Chief Fire Officer

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### 1 Executive Summary

This report presents the draft Annual Review (also known as the Annual Statement of Assurance) for 2024-2025 to the Fire Authority for consideration and approval for publication.

### 2 Recommendation

The Fire Authority is asked to

- a) Consider the Annual Review 2024-2025; and
- b) Approve the Annual Review for publication.

### 3 Background

A National Framework for the Fire and Rescue Service has been in existence since 2004 and has been regularly revised. During 2012 the Coalition Government published a new Fire and Rescue National Framework, which placed particular requirements on the Fire Authority regarding the development and publication of an Annual Review.

With Fire and Rescue Authorities ultimately accountable to their local communities, the Framework states that they need to be transparent about decisions and actions taken, and engage with communities, so local people can scrutinise and influence service delivery. They should also ensure that local communities can access information to compare the performance of their Authority with that of others.

The Annual Review is the means by which the Authority is required to communicate such information clearly. It is in effect a report, which looks back at the last financial year and explains the Fire Authority's objectives, performance, risks and initiatives, along with its plans for the future.

It also acts as a signposting document to other information, which may be of interest to the audience.

## **4 Conclusions**

The Fire Authority is asked to consider the draft Annual Review 2024-2025 and approve it for publication.

## **5 Financial Implications**

There are no financial implications arising from this report.

## **6 Legal Comment**

Section 21 of the Fire and Rescue Services Act 2004 provides the statutory authority for the Fire Service National Framework and requires fire authorities to have regard to the Framework in carrying out their functions.

The proposed Annual Review addresses the requirements of the Framework (and associated Government guidance) but should not be considered as representing a 'qualified' statement or opinion regarding the Authority's or Service's performance.

Although the HMICFRS regularly audits all FRS there are currently no Government arrangements in place to verify formally Annual Reviews / Annual Statements of Assurance.

## **7 Equality Impact Assessment**

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

## **8 Appendix**

Annual Review 2024-2025

## **9 Background Papers**

There are no background papers associated with this report.

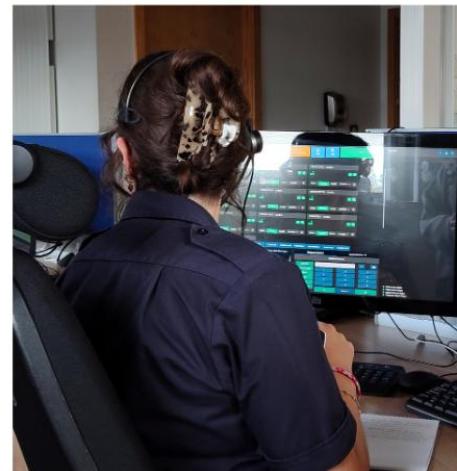


# Annual Review

2024-2025



**Shropshire**  
Fire and Rescue Service



**Our annual review, or the 'Annual Statement of Assurance', describes our progress in making Shropshire safer over the last year.**

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*It demonstrates how Shropshire Fire and Rescue Service meets its statutory duties, operational objectives and shows how we provide value for money to our communities.*

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### **Foreword from Chief Fire Officer Simon Hardiman**

SFRS continues to work collaboratively, both internally with staff and members, and externally with partners, to provide the full range of statutory services to the communities of Shropshire. This includes receiving calls and mobilising resources, responding to a wide variety of emergency incidents, educating the public on safety in the home and auditing legislative compliance with fire regulations.

None of this would be possible without the incredible work our teams from across the Service put into every area of the organisation. From frontline services to ICT and health and wellbeing, the combined workforce help make Shropshire safer by protecting people, property, and the environment.

This requires effective governance and leadership, prudential financial management, a professional, motivated and engaged workforce and the tools it needs to do the job and put the Service in a good place to meet present and future challenges.



1 - Chief Fire Officer Simon Hardiman and Chair Cllr David Minnery

## Community Risk Management Plan (CRMP) 2021-2025: Progress and Purpose

Shropshire's Community Risk Management Plan (CRMP) 2021-2025, titled "Making Shropshire Safer", has been the blueprint guiding our Service's strategic direction over the past four years. The CRMP sets out how Shropshire Fire and Rescue Service (SFRS) identifies, assesses, and manages the unique risks facing our communities—balancing the needs of rural areas (such as flood risks along the Severn and moorland fires) with those of our urban centres in Shrewsbury and Telford.



**What is a CRMP?** A Community Risk Management Plan is a statutory document that defines how the Service will keep communities safe, respond to emergencies, protect businesses, and prevent incidents. It establishes clear response standards—such as the target for the first engine to arrive within 10 minutes in urban areas, 15 minutes in towns and fringe, and 20 minutes in rural locations, aiming for at least 85% achievement. These standards are monitored through departmental plans and annual reviews.

### Progress and Achievements (2021-2025):

- The CRMP has driven improvements in service culture, with a focus on diversity, inclusion, and innovation. Notably, changes to the Retained Duty System have enhanced support for on-call firefighters.
- Technology has been leveraged to improve performance management and make systems more accessible, reducing burdens on staff and enabling better decision-making.
- The plan provided a framework for our COVID-19 response, supporting vaccination and testing efforts, and incorporating lessons learned into ongoing operations.
- Departmental strategies in prevention, protection, operations, and support have been aligned to CRMP objectives, ensuring a joined-up approach to risk management.
- Performance against response standards has been strong, with the Service achieving a 94% success rate in 2023/24, as noted in the latest HMICFRS inspection.
- Annual reports have tracked progress, with outcomes from the CRMP informing the development of the next strategic plan for 2025-2028.

**Looking Ahead:** As we transition to the new CRMP for 2025-2028, we continue to consult with our communities on emerging priorities, including aerial appliance capability, climate impact, and operational excellence. The lessons and achievements of the 2021-25 plan ensure we remain well-placed to meet future challenges and keep Shropshire safe.

Our Community Risk Management Plan (CRMP) 2021-25 is available on our website [here](#).

The refurbishment and extension of Telford Central fire station was completed and handed over in early 2025 and provides a state of the art facility for emergency response, including multi agency working, training and community engagement.



Over the past year, we continued to promote an inclusive and diverse environment that enables colleagues to contribute meaningfully to the Service. Our Voices groups remained at the heart of colleague engagement, providing a key platform for staff to influence how we work and continually improve the organisation. Highlights included our first Voices Health and Wellbeing Day, the expansion of the 'Moving More' programme, a full schedule of events to mark International Women's Day, and colleague representation at local Pride celebrations.

We saw strong participation in both the Women in the Fire Service development programme and the new Women's Springboard Programme. We also strengthened our future workforce through continued taster days, wider community outreach, and partnership activity as part of the Telford Reimagining Recruitment Project.

We delivered training on key EDI topics, including dyslexia awareness, Equality Impact Assessments and the Equality Act 2010. In line with our legal duty, we developed a comprehensive action plan to prevent sexual harassment, complemented by targeted training to support its implementation. We also maintained our commitment to ensuring effective workplace adjustments for colleagues requiring additional support.

Progress continued against our 2025–2028 Equality Action Plan, supported by regular EDI Steering Group meetings. We also commenced our Cultural Transformation Programme, a long-term initiative designed to strengthen inclusivity and further embed a positive, forward-looking Service culture.

### **HMICFRS Inspection 2024:**

In summer 2024, Shropshire Fire and Rescue Service underwent its third inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), which assessed effectiveness, efficiency, and people across 11 key areas. The inspection acknowledged the positive engagement of SFRS staff during a period of leadership uncertainty, but raised significant concerns about the Service's overall progress since the previous inspection.

#### **Key Findings:**

- **Risk Management:** SFRS continues to demonstrate a strong understanding of local risks, with an effective Community Risk Management Plan (CRMP) and robust processes for gathering and sharing risk information. The Service has improved access to risk data for operational staff and maintains good relationships with partners and the community.
- **Prevention and Protection:** The Service's prevention work is adequate, with targeted safe and well visits and strong safeguarding practices. However, quality assurance and evaluation of prevention activities remain areas for improvement. Protection work requires improvement, with inconsistent audit quality and limited follow-up on enforcement actions.
- **Response:** SFRS meets its own response standards, achieving a 94% success rate for attendance times. Fire engine availability and incident command training are strong, but the Service lacks an up-to-date response strategy and needs to improve learning from incidents and public communication during emergencies.
- **Efficiency and Use of Resources:** The inspection identified a cause of concern regarding resource management, financial controls, and internal governance. The Service's medium-term financial planning is sound, but there are weaknesses in performance management, workforce planning, and project oversight—particularly regarding the Telford fire station redevelopment.
- **People, Culture, and Leadership:** The Service requires improvement in promoting values, culture, diversity, and inclusion. Staff confidence in leadership and feedback processes is low, and there are ongoing challenges with bullying,

harassment, and fair promotion. Absence management has improved, but succession planning and leadership development need attention.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Preventing fire and risk	Public safety through fire regulation	Best use of resources
		Responding to fires and emergencies	Future affordability	
		Responding to major incidents	Promoting values and culture	
			Right people, right skills	
			Promoting fairness and diversity	
			Managing performance and developing leaders	

While SFRS maintains strengths in risk management and operational response, the 2024 inspection highlighted the need for urgent improvements in resource management, governance, culture, and workforce development. The Service is implementing a robust action plan to address these areas and will be closely monitored by HMICFRS for progress.

## A look back



We hosted a very successful open day at Shrewsbury, with partner agencies, an impressive RTC demonstration, and the chance for children to have their photo taken with a firefighter.



We're delighted to welcome our new on-call firefighters to the SFRS, who successfully completed their training in Telford and are now ready to support their communities.



Our prevention Team ran a large water safety Campaign with the community at its hard. They worked with two knitting clubs to 'Yarn bomb' Shropshire to get the safety messages out there in a new and engaging way.

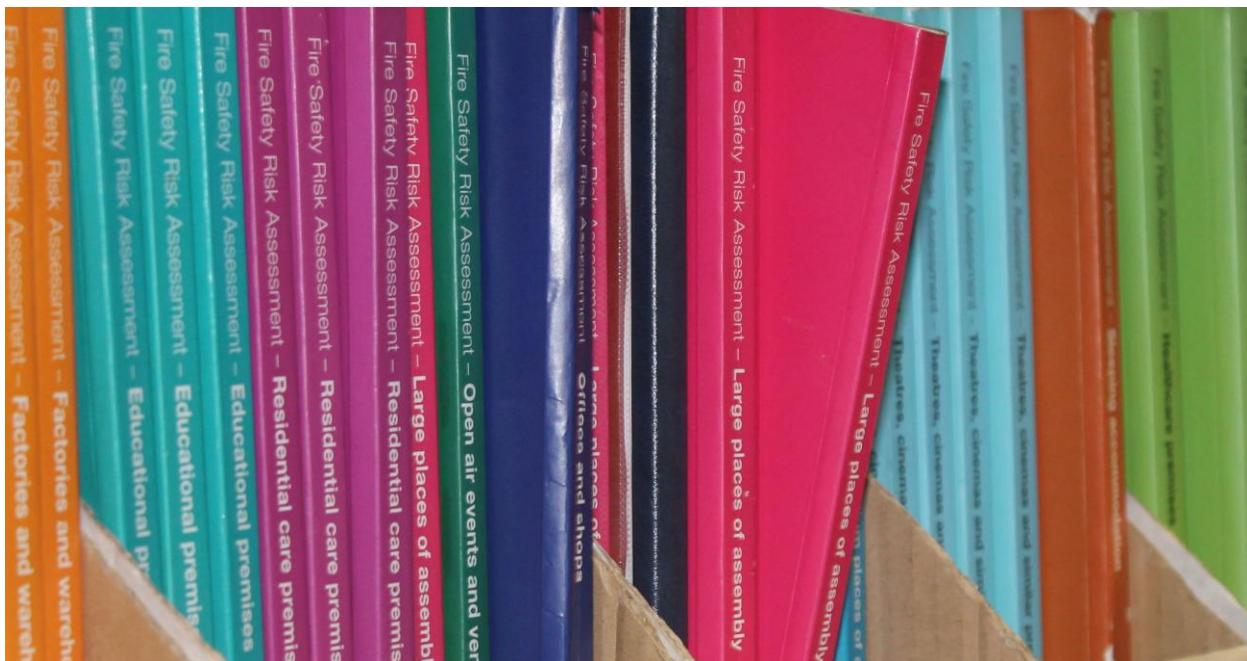


Our crews took part in extensive multi-agency training, working closely with partner organisations to strengthen skills and collaboration.



Our crews and firefighters joined partner agencies in Ironbridge to engage with the community and help spread vital water safety messages.

## Governance Arrangements



Shropshire Fire and Rescue Service is accountable to the community and is governed through locally elected councillors from both Shropshire Council and Telford and Wrekin Council, who form Shropshire and Wrekin Fire Authority. Our Members play a very active role in governing and they are involved in consultation with local communities and staff across the County.

The Fire Authority is made up of 15 members who make up the full Fire Authority, which is supported by a two committee structure formed of a Strategy and Resources Committee and a Standards, Audit and Performance Committee. Meeting dates and reports are available on our website.

In early 2025, a governance review commenced to identify opportunities for improvements to current governance arrangements to ensure good governance and effective delivery of functions.

National legislation places the statutory responsibility for provision of fire and rescue services upon the Fire Authority. The key responsibilities are set out within:

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- The Regulatory Reform (Fire Safety) Order 2005

In addition to the legislative requirements, the Fire Authority is also required to deliver the Government's priorities for the nation's fire and rescue services, which are set out in

the Fire and Rescue National Framework, published in 2018 and replacing the previous 2012 version. It requires Authorities to:

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

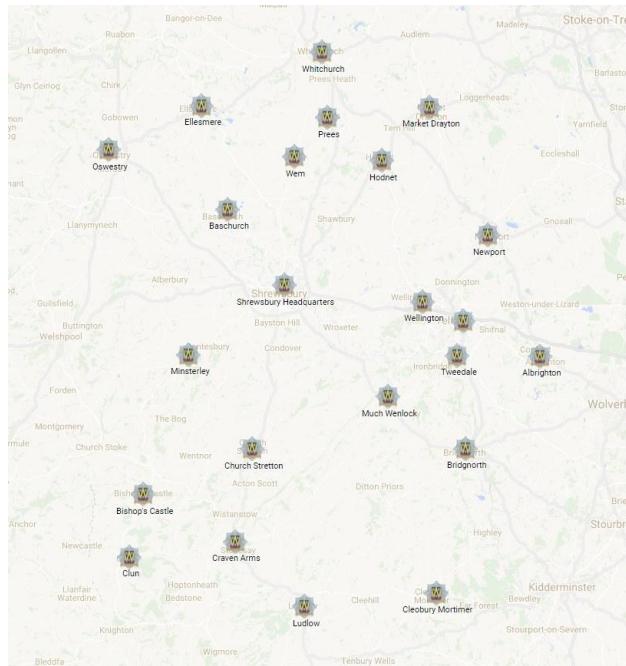
Full details of the Fire Authority's governance and financial arrangements are published on the Service's [website](#).

In February of 2025, central Government responsibility for Fire and Rescue Services moved from the Home Office to the Ministry of Housing, Communities and Local Government, in response to the Grenfell Tower Inquiry phase two report. The move aims to create a more coherent approach to fire safety by consolidating responsibility for both fire and building safety under a single Secretary of State.

## Overview of Shropshire Fire and Rescue Service



The Service is led by the Chief Fire Officer. There are three main directorates, one responsible for Service Delivery, another responsible for Service Support and a third responsible for Executive and Resources. The directorates are comprised of a range of functional departments and the latest organisational diagram is available [on our website](#).



We employ approximately 600 staff in full and part-time roles, based across 23 locations. Our Headquarters, Workshops, Fire Control and Community Safety/Prevention functions are based in Shrewsbury, with the Operations team, Training and Development facilities located at Telford.

There are 23 fire stations, located strategically across the county, available 24 hours a day, seven days a week. The majority of our fire stations are crewed on-call Firefighters. This means that whilst they have other employment, they are available at short notice to respond to incidents.

Fire stations located in the Shrewsbury and Wellington areas have both full-time firefighters and on-call firefighters, whilst Telford is crewed with full-time staff.

Whilst we ensure that we are always ready to respond to emergency incidents, where possible we would prefer to prevent the incidents happening in the first place. Working with partners, the Service engages widely with local communities and businesses to raise awareness of the dangers of fire and offers education (and where necessary, enforcement) to achieve its aims.

As well as preventing and responding to incidents, we perform an essential civil protection role and provide an emergency response to a range of incidents including road traffic collisions, flooding, animal rescues, hazardous material incidents, and rescues from height or water. We also carry out response activity in support of partner agencies, such as gaining entry to premises and assisting with searches for high risk vulnerable missing persons.

## Our Vision and Purpose

Whilst the Fire Authority's statutory responsibilities are enshrined in law, the vision and purpose of the Service in 2024/25 are:

- Vision: **Making Shropshire Safer**
- Purpose: **To save and protect life, property and the environment from fire and other emergencies**

Our Workplace Charter was adopted in January 2020 and the vision statement, aims and Workplace Charter were reviewed and refreshed throughout 2021/22 in line with the CRMP 2021-2025.

## Our Core Values



Shropshire Fire and Rescue Service's values and ethics are built on a simple principle: how we behave is as important as what we do. Guided by the national Core Code of Ethics, we put our communities first by acting in the public interest and delivering an

efficient, responsive service. We listen, communicate clearly, and ensure safeguarding and safety remain shared responsibilities.

Integrity underpins our culture. We are open, honest and accountable, recognising how our actions affect others. Professionalism, transparency and responsible decision-making help maintain public trust and confidence.

We treat everyone with dignity and respect, welcoming different perspectives and challenging inappropriate behaviour wherever it appears. Our **Workplace Charter** reinforces this by committing us to create an inclusive environment where people feel safe, supported and able to be their best.



Shropshire  
Fire and Rescue Service

## The Workplace Charter

Shropshire Fire and Rescue Service have created the Workplace Charter which incorporates the core code of ethics for Fire and Rescue Services in England

MAKING SHROPSHIRE SAFER

Organisational Effectiveness	Outstanding Leadership	Service Delivery	Personal Impact
 <ul style="list-style-type: none"><li>• We will explore and embrace alternative ways of working, to achieve our common purpose using the benefits of technology</li><li>• We will listen to our colleagues and the public and communicate information to them that is lawful, relevant and timely</li><li>• We understand how our roles contribute to the aims of the Service</li><li>• We are responsible for the health, safety and wellbeing, of ourselves and others</li></ul>	 <ul style="list-style-type: none"><li>• We will create an inclusive environment where people can be the best they can be, supporting each other through encouragement and motivation</li><li>• We will recognise and challenge inappropriate behaviour, providing support to those who do raise it</li><li>• We are open to giving and receiving constructive feedback</li><li>• We will be visible, accessible, honest and transparent in order to build trust</li><li>• We are accountable for our actions and behaviours</li></ul>	 <ul style="list-style-type: none"><li>• We will share our ideas to create improvement and development opportunities</li><li>• We will share responsibility to work together to solve problems effectively</li><li>• We are committed to, and understand, our responsibility towards safeguarding</li><li>• We will provide an efficient and productive service considering the needs of our colleagues and our communities</li></ul>	 <ul style="list-style-type: none"><li>• We consider the impacts of our actions on others</li><li>• We always welcome alternative views and feedback</li><li>• We contribute to an inclusive culture remaining respectful of any differences we may have</li><li>• We will remain professional at all times and act with integrity</li><li>• We will encourage discussion to improve our wider understanding of health and wellbeing</li><li>• We will take care of, and protect, our personal data</li><li>• We are responsible for our own development and that of others</li></ul>

The Workplace Charter has been created by our people and sets out the standards of behaviour expected in the workplace. It is supported by the representative bodies.

Leadership is expected from all of us. We are visible, approachable role models who encourage ideas, embrace new ways of working and support colleagues' wellbeing and development.

Equality, diversity and inclusion run through every aspect of our work. We value difference, promote fairness, foster good relations and contribute to a culture where everyone is respected and able to thrive.

Together, these principles shape a professional, caring and ethical service our communities can trust.

## **The Risks We Face**

### **Risks Facing Shropshire Fire and Rescue Service**

The Service operates in a county characterised by both rural sparsity and growing urban centres, presenting a complex risk profile. Our primary responsibility remains the preservation of life and the protection of property from fire and other emergencies, but our remit extends to building resilience against adverse weather, flooding, and a range of civil emergencies—locally and nationally.

#### **Comprehensive Risk Analysis:**

Our current Community Risk Management Plan (CRMP) provides a thorough assessment of the risks facing Shropshire. This includes the challenges posed by an ageing population, with increasing numbers of pensioners living independently—statistically more vulnerable to fire. Social deprivation, particularly prevalent in Telford and in pockets across market towns, impacts young people and is reflected in rising County Lines criminality. The Service also recognises the importance of a thriving business sector and has developed proactive prevention and protection strategies to reduce fire risk and impact on local businesses. Heritage risks are a further consideration, with sites such as Ironbridge Gorge holding national and global significance.

#### **Collaborative Approach:**

Through the Fire Alliance with Hereford and Worcester Fire and Rescue Service, we have standardised our approach to risk management, adopting joint methodologies for identifying and analysing risk. This partnership underpins the CRMP 2021-25 and strengthens our ability to respond effectively across both counties.

#### **Environmental and Emerging Risks:**

We continue to adapt to the increasing frequency of adverse weather events, including flooding along the River Severn and the potential for moorland fires. Our strategies are designed to mitigate the impact of these incidents on people, property, and the natural environment.

## **Risk Registers and Partnership Working:**

Risks addressed by the Service, in collaboration with partners, are recorded within local and national risk registers. This ensures a coordinated response to both existing and emerging threats, and supports our commitment to keeping Shropshire's communities safe.

During 2024/2025 the Service attended 4,016 incidents compared to 4,468 incidents in 2023/24.

## **Annual Plan 2024/25: Strategic Priorities and Progress**

The Annual Plan for 2024/25 set out a clear roadmap for Shropshire Fire and Rescue Service, focusing on activities that directly shape how we manage and respond to risks within our community. This year's plan builds on the Service's commitment to operational excellence, resilience, and continual improvement, even as we navigate the impacts of national and international challenges such as the cost of living crisis and supply chain disruptions.

### **Key Priorities for 2024/25:**

- **On-Call Sustainability:** Deliver targeted improvements to the On-Call System, ensuring Shropshire continues to benefit from high levels of performance and resilience.
- **Fire Alliance Collaboration:** Continue to strengthen capacity and resilience through our alliance with Hereford and Worcester Fire and Rescue Service, with a major focus on implementing a new Command and Control system within Fire Control and embedding alliance opportunities into everyday business.
- **Service Improvement:** Drive improvement by learning from HMICFRS inspections, audits, National Operational Learning, and benchmarking, with the aim of achieving "good" or better in all inspection areas.
- **Telford Central Redevelopment:** Deliver the redevelopment of Telford Central Fire Station and Training Centre, enhancing operational capability and staff welfare.
- **People and Culture:** Develop the Service's culture to become the employer of choice, guided by the People Strategy and an independent cultural review.

- **Efficiency and Productivity:** Advance flexible rostering, integrated crewing, and internal transfer processes to maximise productivity, supported by ongoing reviews of operational resources and capabilities.
- **Technology and Innovation:** Implement National Operational Guidance, drive improvements in incident command and firefighter safety through technology, and embed digital transformation via the Service Programme Board.
- **Environmental Responsibility:** Deliver the Estates Strategy to improve security, welfare, and environmental impact, and develop corporate performance indicators for environmental objectives.
- **Value for Money:** Undertake a value for money exercise to ensure efficient and effective working across the Service.

#### **Portfolio Management and Oversight:**

These priorities are managed through a portfolio approach, with corporate oversight provided by the Service Programme Board. Interdependencies between key projects are recognised, and resources are prioritised to ensure operational excellence and support the Service's overarching purpose: to save and protect life, property, and the environment from fire and other emergencies.

## Our Aims and Targets



To fulfil our vision and purpose, the Authority has four key aims. Each aim has a target against which success is measured. Progress is monitored internally every month and reported to the Fire Authority's Standards, Audit and Performance Committee. The aims and measures for 2024/25 are set out in the next section.

**Aim 1:** To be there when you need us in an emergency with a professional and well-equipped team

**Aim 2:** To reduce the number of fires in our community

**Aim 3:** To reduce the number of fire-related deaths and serious injuries

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

The Service has moved to a tolerance-based system to measure its success against the Corporate Performance Indicators (CPIs) for 2021–2025, which are outlined in the Service Plan and the CRMP.

Below is the updated performance information for **2024/25**.

## **Corporate Performance Indicators 2024/25**

### **CPI 1 – All Fires**

**Target:** 1,060 ( $\pm 5\%$ )

**2024/25 Total: 993 fires**

Overall fire activity fell within tolerance and continued to trend downward across the year. While there was a spike in secondary fires during the third quarter—58 more than the same period in 2023/24—performance stabilised afterwards, and the year-end figure remained below target.

### **CPI 2 – Accidental Dwelling Fires**

**Target:** 202 ( $\pm 10\%$ )

**2024/25 Total: 177 fires**

Accidental dwelling fires showed a **14% reduction** on last year (202).

The leading causes were **faulty appliances/leads (22.7%)** and **misuse of equipment (25%)**.

**84%** of these fires were confined to the room of origin and **95.4%** of homes had working smoke alarms.

### **CPI 3 – Deliberate Fires**

**Target:** 267 ( $\pm 7\%$ )

**2024/25 Total: 260 fires**

This represents a **slight reduction (just over 2%)** on last year.

November saw an exceptional rise (182% increase, equating to 20 extra incidents), though this trend was reversed through joint tactics with police colleagues. There was no specific geographic concentration of incidents, and gang-related arson involving vehicles continued to decline.

## CPI 4 – Fire-Related Deaths & Serious Injuries

**2024/25 Total: 0 deaths, 8 serious injuries**

The Service recorded **zero fire-related deaths** in accidental dwelling fires. There were **eight serious injuries**, with **none occurring in the final quarter** (Jan–Mar 2025).

## CPI 5 – Fires Confined to Room of Origin

**Tolerance: ±2%**

**2024/25 Year-end: 88.3%**

The Service achieved **88.3%**, within tolerance and representing a **6% improvement** on the previous year's figure for fires not confined to the room of origin.

This CPI continues to provide vital insight into the effectiveness of Prevention, Protection and Response strategies.

## CPI 6 – Injuries Sustained to Staff During Operational Activity

**2024/25 Total: 21 injuries**

This is slightly higher than the previous year (18).

Every accident continues to be reviewed to inform improvements in processes and operational safety. Variation year-to-year remains expected due to the nature of operational activity.

## CPI 7 – Response Standards

**Requirement:** First fire engine on scene:

- **Urban:** within 10 minutes
- **Town & Fringe:** within 15 minutes
- **Rural:** within 20 minutes

**Target:** 85% average

## 2024/25 Overall Response Standard: 94%

The Service surpassed the target across all three categories:

- **Urban:** 92%
- **Town & Fringe:** 94%
- **Rural:** 97%
- **Out of Area:** 76%

Performance remained strong, matching last year's 94%.

Factors contributing to occasional delays included:

- Access issues
- Road closures
- Incorrect incident location information
- Distance to incident
- MDT technical issues
- Human error

## CPI 8 – Fires in Regulated Buildings

### 2024/25 Total: 116 fires

This represents a **9% decrease** compared to last year.

Most incidents were accidental and aligned with the risks identified in the Risk-Based Inspection Programme. Officers will continue to track this indicator closely due to previous increases in 2023/24.

## CPI 9 – Establishment, Diversity & Competence

### Establishment (as of 31 March 2025)

Location	Max Establishment	Current FTE	% Filled
On-call	323	245	75.85%
Wholetime	180	185.95	103.3%
Support Staff	86.44	79.78	92.3%

Fire Control	17	21	123.5%
<b>Total</b>	606.44	581.73	<b>95.9%</b>

Turnover remained stable, with minor movements due to retirements and leavers.

## Competence (Core & Specialist Skills)

(Percentage fully competent)

- Breathing apparatus: 92%
- Confined space/SWAH: 98%
- RTC: 96%
- ERDT: 96%
- Incident Command L1: 94%
- Incident Command refresher: 93%
- Rope rescue operator: 97%
- Water First Responder (WT): 100%
- Water First Responder (On-call): 100%
- Swift Water Rescue Technician: 100%
- Boat operator: 100%
- FREC: 100%

Competency gaps were mainly due to long-term absence, modified duties or pending course dates.

## Overview

In 2024/25, the Service continued to make strong progress against its Corporate Performance Indicators, with most CPIs either within tolerance or showing improvement on the previous year.

Key themes include:

- **Reduced accidental dwelling fires and reduced deliberate fires** overall.
- **Strong response performance** across all risk categories.
- **Improved fire containment**, highlighting effective Prevention, Protection and operational intervention.
- **Zero fire-related deaths** in accidental dwelling fires.

- Continued monitoring of **on-call availability**, supported by successful recruitment.
- Stable workforce levels and high levels of **operational competence**.

During 2024/25, **Shropshire Fire and Rescue Service** continued to demonstrate exceptional performance in the availability of its **On-Call workforce**, achieving an overall **On-Call availability of 84.9%**. This places the Service **second highest nationally**, reflecting a consistently strong position when benchmarked against fire and rescue services across England.

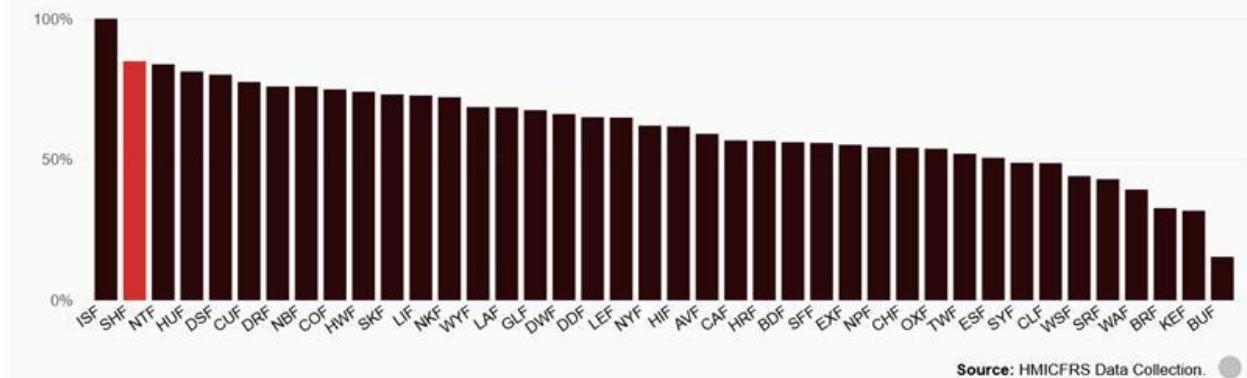
The accompanying national comparison clearly shows that Shropshire performs well above the majority of services, underlining the effectiveness of our approach to supporting, managing and sustaining our On-Call duty system. In a predominantly rural county, where On-Call firefighters play a vital role in providing emergency response, this level of availability is particularly significant.

This performance is a testament to the commitment and professionalism of our On-Call firefighters, who balance their fire and rescue duties alongside other employment and personal responsibilities. Their dedication ensures that communities across Shropshire continue to receive a reliable and resilient emergency response, day and night.

Maintaining high levels of On-Call availability remains a national challenge for the fire sector. Against this backdrop, Shropshire's position as the **second highest performing service in the country** demonstrates the positive impact of our ongoing work to improve recruitment, retention, training, and wellbeing within the On-Call workforce. It also reflects the strong partnership between operational staff, station management, and support teams in enabling firefighters to provide cover safely and effectively.

The Service recognises that this performance has been achieved through sustained effort and investment, and we remain committed to building on this success. Our focus continues to be on strengthening the resilience of the On-Call system, ensuring it remains sustainable for the future while continuing to meet the needs of the communities we serve.

Overall Annual On-Call Availability in 2024/25



## Prevention and Community Activity



During the 2024/25 period. The prevention team continued to work with partner agencies to identify the most vulnerable within the county to target its Safe and Well home visit. In 24/25 the service had visited 8661 homes and had completed 3719 successful Safe and Well visits. The service provides as part of the Safe and Well home visit smoke alarms and lockable letterbox devices where required. In 24/25 the

service fitted 3719 smoke alarms and 217 lockable letterbox devices to individuals identified at risk. In partnership with both local authorities 50 hard of hearing smoke alarms devices have been supplied and match funded by each local authority in order to have a provision of smoke alarms that are suitable for people with hearing impairment.

In 24/25 the service visited 164 schools and educated 5891 year 3 children. The service also attends 3 crucial crew initiatives which are a multi agency initiative aimed at educating year 6 children. The events are organised by charity organisation except in Telford and Wrekin where the local authority takes responsibility for the initiative. In 24/25 the combined Crucial Crew events educated over 4800 children in the County.

The Prevention team continues to work alongside our partners within Road and Water Safety in raising awareness via campaigns and initiatives around the county, identifying core areas where the service can have the most impact in reducing injuries and death on our county roads as well as water related deaths. The service in partnership with the local authority has been able to increase the number of sites that now have a dedicated throw line provision. Training of volunteer groups/members of the public has also ensured that there is a core of people that know how to find and use a throw line.

Last year we had senior officers trained up to Level 4. and agreed to establish a Safeguarding Board to provide oversight and assurance regarding our Safeguarding responsibilities. The service sits on a number of safeguarding related forums and is an active partner with the attendance at Serious Case Reviews and Domestic Homicide Reviews.

Social Media continued to play an integral role in raising awareness in all areas of safety within our communities. This year we have been able to runs four specific campaigns that have been identified by the service as the most prevalent. These campaigns are Road, Water, Electrical and sharing the learning from our incidents. All of our campaigns are a combination of face to face alongside the use of social media platforms.



## Community safety in regulated buildings (Protection)

The Protection department implemented an updated response to Automatic Fire Alarms (AFA) in commercial premises. Based on risk, certain property types are not attended within daytime hours unless there is a confirmed 999 call, this has seen a 30% reduction in these incidents to properties like factories and offices where there are staff to raise the alarm. Response was maintained to all domestic dwellings and buildings with vulnerable people. All AFA incidents overnight are attended to maintain high levels of public and building safety.

As a department both Enforcement and Prohibitions have increased, this is linked to the general increase in levels of non-compliant audits indicating our targeting is still well aligned to risk. We are also progressing 2 key cases with legal teams, one of these has progressed to full Hearing/Prosecution with a guilty plea. Sentencing will be completed in 2025/26.

Financial Year	Enforcement Notice	Prohibition Notice	Alterations Notice	Prosecutions
2024/25*	10	16	4	1
2023/24	5	9	0	0
2022/23	12	10	1	0

During the year 485 inspections were carried out with 134 being unsatisfactory this is an increase from 81 the previous year. 30 received formal notices as shown above, this ensures we appropriately use our powers where necessary. The department responded to 395 applications through the building regulations process along with other consultations and engagement work. 24/7 cover by qualified protection officers continued through the year leading to an increased number of fire safety concerns being dealt with proportionately and in a timely manner to maintain public safety.

The department continues to progress areas of improvement with a focus on quality assurance and has supported regional partners with peer review. Full embedding of the process is required.

## Financial Performance

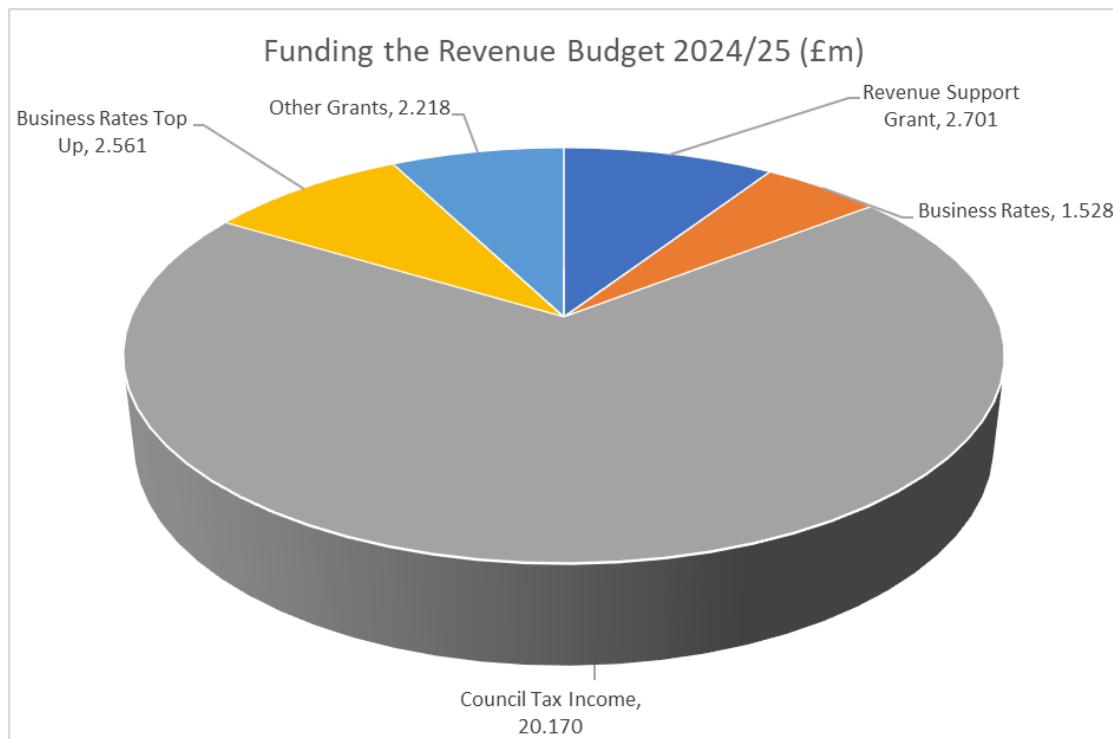


In February 2024, Shropshire and Wrekin Fire Authority approved a revenue budget of £29.178m for 2024/25. This budget quantified the Service's strategic and operational objectives and the further subdivision into business areas also enabled individual business plans to be quantified, and achievements monitored.

For Band 'D' council tax properties, the annual contribution towards Shropshire Fire and Rescue Service was £114.49.

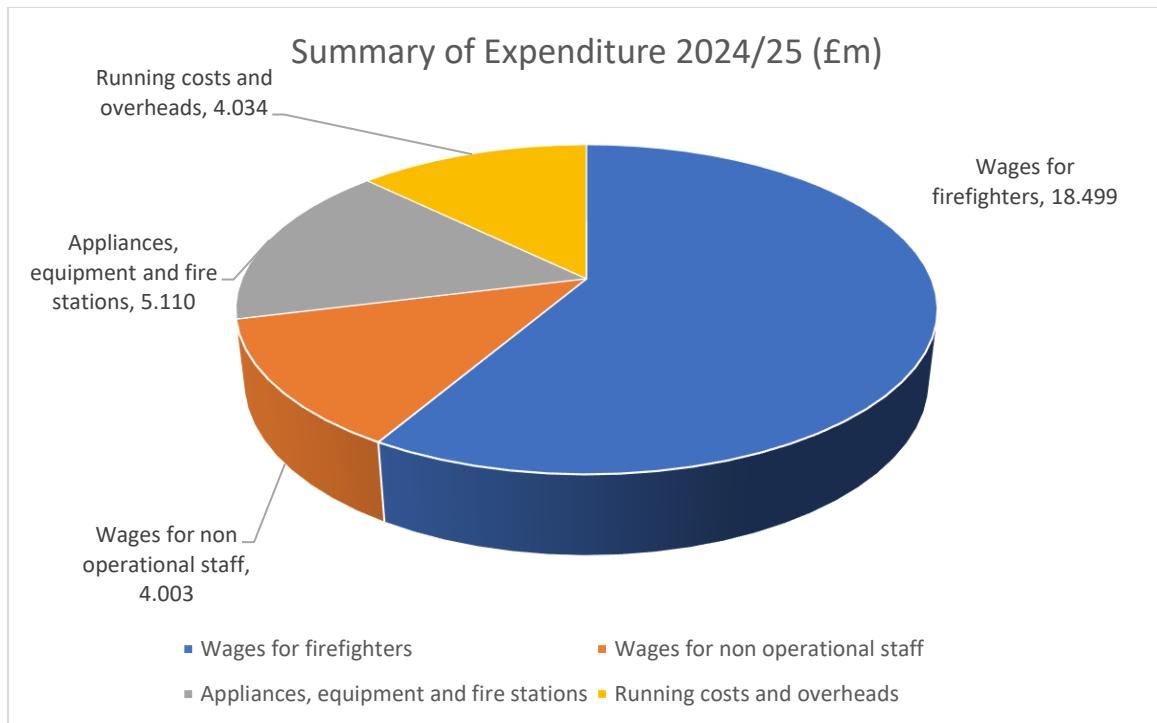
The revenue budget for 2024/25 was funded as follows:

Council Tax Income	£20.170m
Business Rates Top Up	£2.561m
Business Rates	£1.528m
Revenue Support Grant	£2.701m
Other Grants	£2.218m
	£29.178m



The Service spent the revenue budget in the following key areas:

Wages for firefighters	£18.499m
Wages for non operational staff	£4.003m
Appliances, equipment and fire stations	£5.110m
Running costs and overheads	£4.034m
	<b>£31.646</b>



A principal objective of the Fire Authority is to provide value for money and ensure that it acts responsibly in how it spends public funding. A range of audits by external auditors take place regularly to provide independent scrutiny of our financial and corporate governance. Improvements will be made using the views of those who have contact with the Service regarding our performance in respect of value for money.

The Fire Authority is transparent in its financial affairs, publishing an Annual Governance Statement, Annual Audit Letter and Statement of Accounts. The future financial plans and commitments of the Fire Authority are set out within the Medium-Term Financial Plan and Reserves Strategy. These documents are available on our website and have been updated to reflect our planning for 2025 to 2029.

## **Our Future Plans 2025 and Beyond**

The Service continue to develop plans aligned to findings and recommendations from HMICFRS and External Audit, and have a firm commitment and intent for continual improvement. We recognise the need to balance funding and service demand against capacity and capability in the coming years.

As we progress towards the end of our current Community Risk Management Plan (CRMP) period, we look forward to launching our CRMP 2025-2028, which will continue to ensure we identify risk and distribute resources and operational capabilities accordingly. We will also review and update our Service plan to ensure our vision, goals and objectives remain relevant and meet the needs of our communities. We intend to enhance our cultural aspirations working with all staff to ensure our Service is a place where individuals feel safe, valued and heard. This will require commitment and engagement at all levels of the organisation. We also intend to introduce a new suite of Corporate Performance and Health Indicators to support oversight and continual improvement

We will continue to work with a range partners to ensure excellent delivery of services and to provide value for money, all aimed at Making Shropshire Safer.

## **Have your say**

### **Shropshire Fire and Rescue Service is paid for in part through local council tax.**

You can have your say and influence how the Service is managed and delivered. The meetings of the Fire Authority and its committees are open for the public to attend. Reports and minutes arising from these meetings are published on our website and we always welcome feedback.

You can also give us your comments through:

[Our Website](#)

[Our Facebook page](#)

[Our Twitter page](#)

By phone: 01743 260200

Or in person at our Headquarters - Shropshire Fire and Rescue Service, St. Michael's Street, Shrewsbury, SY1 2HJ.