

# Shropshire Fire and Rescue Service Strategy 2026: Operating Model and Service Goals

## Report of the Chief Fire Officer

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## 1 Executive Summary

This report sets out the proposed strategic direction and priorities for Shropshire and Wrekin Fire and Rescue Authority for the next 12 months. It builds on the Authority's approved Vision of Making Shropshire Safer and signals how the Service plans, delivers, assures and improves its work.

## 2 Recommendations

The Fire Authority is asked to:

- a) Approve the approach that the Service will take to delivery, assurance and improvement; and
- b) Delegate the setting of corporate performance indicators and tolerances to its Strategy and Resources Committee.

## 3 Purpose and Strategic Intent

This report sets out the strategic direction and priorities for Shropshire and Wrekin Fire and Rescue Authority for the next 12 months and seeks approval for the approach to delivery, assurance and improvement.

In February 2025, the Authority approved its three-year Strategic Vision and Goals for 2025–2028, reaffirming the Vision of Making Shropshire Safer. This report does not replace that strategy; it translates the agreed vision and goals into a focused Authority-level plan for the year ahead.

Informed by the Community Risk Management Plan, inspection and assurance activity, and workforce and financial planning, the Service has developed a clear strategy and operating model to strengthen delivery, oversight and assurance.

## 4 Strategic Vision and the Strategic Step-Change in How the Service Operates

The Authority's Vision of *Making Shropshire Safer* remains unchanged. It continues to provide a clear and consistent statement of purpose for the Service and reflects the Authority's commitment to protecting life, property and the environment.

What is changing is how that vision is delivered.

To meet evolving risk, rising expectations and increasing complexity, the Service is adopting a Strategy and Operating Model built around a single organising principle: **Right People, Right Place, Right Tools**. This principle provides a clear and consistent framework for decision-making, ensuring that workforce capability, deployment and resources are aligned to community risk and public value.

This represents a step-change in organisational maturity. The Service is moving from setting strategic intent to being explicit about how priorities are delivered, how performance is assured and how learning drives improvement. This approach strengthens accountability, supports effective use of resources and provides the Authority with clearer oversight and assurance.

**Appendix A** to the report provides a one-page overview of the Service Strategy from 2026 onwards

## 5 Service Strategy and Operating Model

For the next 12 months, the Service's strategic focus is on embedding the Operating Model as the primary means by which the Service plans, delivers, assures and improves its work. The model brings together three core elements into a single, coherent system: the Community Risk Management Plan (CRMP), Organisational Delivery and Assurance, and Service Improvement and Change.

**The CRMP** provides the authoritative understanding of risk and vulnerability across Shropshire and determines what the Service must prioritise and where resources should be focused.

**Organisational Delivery and Assurance** ensures that prevention, protection, response and environmental activity are delivered safely, consistently and in line with agreed standards, and that performance, risk and compliance are effectively overseen; supported by the key enabling services, mutually supporting each other.

**Service Improvement and Change** provides the structured mechanism for learning, inspection findings and assurance outcomes to be translated into sustained improvement, rather than isolated or reactive action.

Together, these elements operate through the organising principle of Right People, Right Place, Right Tools, ensuring that strategic intent is consistently translated into delivery, assurance and improvement.

**Appendix B** to the report provides an Infographic of the Service's Operating Model

## 6 Service Goals

The Service Goals first published in 2025 define the outcomes the Service must deliver to achieve the Authority's Vision of *Making Shropshire Safer*. They are explicitly focused on:

- **Prevention** – reducing risk and harm by targeting those most vulnerable through intelligence-led community safety activity.
- **Protection** – ensuring people are safe in the built environment through proportionate regulation, compliance and enforcement.
- **Response** – providing a safe, effective and resilient emergency response aligned to current and emerging risk.
- **Environment** – protecting the natural environment, responding to climate-related risk and reducing the Service's own carbon impact.
- **Enabling Services**, structured around three key elements:
  - People** (Right People)– developing a skilled, inclusive and well-led workforce.
  - Resources** (Right Place)– ensuring financial sustainability and effective use of assets.
  - Data and Digital** (Right Tools)– using reliable systems and data to support decision-making, assurance and performance.

All Service Goals are aligned to relevant Fire Standards, which provide the professional benchmark for delivery and assurance. Progress is monitored through Corporate Performance Indicators (CPIs), supported by Local Performance Indicators that manage delivery and influence CPI performance.

## 7 Service Improvement Priorities

Service Improvement priorities will be delivered through a structured governance and portfolio management approach developed through 2025. This approach provides clear prioritisation, ownership and oversight, ensuring improvement activity is coordinated, manageable and aligned to strategic risk and need.

Improvement work will be organised into a focused portfolio covering culture and leadership, workforce planning, organisational assurance, CRMP delivery, and digital and data capability. Each improvement area will have defined objectives, accountable leads, delivery milestones and success measures.

The portfolio will be governed through established oversight arrangements, enabling progress to be monitored, risks to be managed and interdependencies to be understood.

## **8 Delivery, Performance and Assurance**

Delivery of the Authority's priorities will be managed through a single, integrated framework that aligns service goals, performance and assurance. This framework is underpinned by Fire Standards, which provide the professional benchmark against which prevention, protection, response and enabling services are planned, delivered and assured.

Service goals, performance measures and assurance activity are mapped to relevant Fire Standards, ensuring consistency, accountability and a clear basis for scrutiny. Performance and assurance are intentionally inter-twinned: performance information shows whether strategic outcomes are being achieved, while assurance activity tests the quality, safety and sustainability of delivery. Together, they create a clear golden thread from community risk and strategic intent through to evaluation and improvement.

Corporate Performance Indicators will continue to provide strategic oversight. It is recommended that the Authority continues to delegate the setting of Corporate Performance Indicators to its Strategy and Resources Committee, with regular oversight and scrutiny delivered through the Authority's Performance and Scrutiny Committee.

## **9 Conclusions**

The delivery of the Strategy, Service Goals and Operating Model is supported by a clear and proportionate governance and assurance framework that defines accountability, oversight and decision-making.

Corporate risks are identified, owned and managed through the Service's new corporate risk management framework. Risks are reviewed regularly and escalated through established governance arrangements, providing the Authority with visibility of emerging issues and assurance that controls are effective and proportionate.

Equality, diversity and inclusion considerations are integral to planning, decision-making and service delivery.

Together, these arrangements ensure that the Service operates lawfully, ethically and transparently, while maintaining public trust and confidence.

## **10 Financial Implications**

There are no financial implications arising from this report.

## **11 Legal Comment**

A review of the FRA Terms of reference will need to be considered along with any delegations to committees to ensure compliance.

## **12 Communications**

The Service Plan will be published and communicated internally to all Service personnel.

The Annual Plan which will contain the Strategic Goals approved by the Fire Authority, provides a direct link to how departments will support the achievement of the goals through either departmental plans or projects.

## **13 Community Safety**

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

## **14 Environmental**

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

## **15 Equality Impact Assessment**

An Equality Impact Assessment has been undertaken and can be accessed via: [Service Plan 2025-2028](#)

## **16 The On Call Service**

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

## **17 Public Value / Service Delivery**

The Service Plan 2025-28 sets out for the Service Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

## **18 Appendices**

### **Appendix A**

One page overview of the Service Strategy from 2026 onwards

### **Appendix B**

Infographic of Shropshire Fire and Rescue Service Operating Model

## **19 Background Papers**

Shropshire Fire and Rescue Service – Community Risk Management Plan  
(CRMP) 2025-28

## One page overview of the Service Strategy from 2026 onwards





## Infographic of Shropshire Fire and Rescue Service Operating Model

