





**Shropshire**  
Fire and Rescue Service



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**Shropshire**  
Fire and Rescue Service

# FOREWORD.

**Shropshire Fire and Rescue Service is dedicated to making Shropshire safer and providing the best service to our communities, overseen with the governance of Shropshire and Wrekin Fire and Rescue Authority.**

We are pleased to say the Service has continued to deliver an excellent operational response to the people of Shropshire with some of the highest on call availability in the country over the last five years, including throughout the Covid pandemic.

The Service has faced a number of challenges over the last few years but has continued to be there when the public need us most. This has included responding to emergencies, including those that require a specialist response such as animal rescue and water related incidents. We have also supported a multi agency response such as supporting the NHS through the vaccination programme.

Flooding has particularly become an issue here in Shropshire and we have introduced new technology including drones and body worn cameras to help develop the way we respond to these emergencies and ever changing conditions and emerging risks.

In 2024 we were inspected by His Majesty's Inspectorate of Constabularies and Fire and Rescue Services, and we received 1 good rating, 3 adequate, 6 requires improvement and 1 inadequate.

It is clear the Service has work to do to make improvements and this will be a focus for the next 3 years, with progress already being made. The Service recognises this can only be done by working with communities, partners and staff. Our Community Risk Management Plan (CRMP) for 2025-28 outlines how we intend to do this while continuing to provide an excellent operational response.

The CRMP outlines the commitment Shropshire and Wrekin Fire and Rescue Authority makes to the public and the positive changes it plans to make in the coming three years. The plan underpins and directs our strategic priorities and how we understand risk, ensures we have the right people with the right skills in the right place, and how we will use our funds effectively and efficiently to reduce risks and help the most vulnerable members of our communities.

We have consulted with the public, our staff and partners to understand the expectation from our communities and what matters to you, so we can provide confidence that you are getting the Service you need and that Shropshire Fire and Rescue Service will be there when you need us most to keep your homes, businesses and loved ones safe.

# OUR LEADERSHIP TEAM.



*Simon Hardiman*

**Simon Hardiman**  
Chief Fire Officer



*David Minnery*

**David Minnery**  
Chair of Fire Authority



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Fire and Rescue Service

# OUR COMMUNITY RISK MANAGEMENT PLAN.

**All Fire and Rescue Authorities are required to produce a CRMP. This plan must consider all foreseeable fire and rescue related risks that could affect our communities.**

These risks include those traditionally associated with Fire and Rescue Services such as house fires, road traffic collisions and chemical spills. They also include other less common hazards such as wide area flooding, terrorist attacks and building collapse.

We have a plan that explains how we will reduce or manage these risks. We do this either by changing the way we work, collaborating with other agencies, or by building new capabilities. We understand the impact such incidents have on the lives of people in Shropshire so our aim is to prevent emergencies from happening whenever we can.

We do this by providing education and support to people who need our help and by enforcing fire safety law. When emergencies do happen, we respond as quickly as possible. This CRMP will explain what we believe to be significant risks to the people of Shropshire and provide an overview of how we intend to manage them with the resources we have at our disposal.





## What is our Service Plan?

Our Service Plan explains how Shropshire Fire & Rescue Service (SFRS) intends to meet its goals and achieve its objectives. The Service Plan describes how we make decisions, allocate our resources and ensure we are an effective and resilient organisation. Our service planning process makes sure that our operations are orderly and that everyone is working towards the same goals.

The Service Plan also helps us to identify challenges and gives us the tools to overcome them.

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### **Legal requirements and mandatory duties:**

SFRS has a number of legal powers and duties that derive from a range of Acts of Parliament, Frameworks and national standards:

*Fire and Rescue Services Act 2004*



*The Regulatory Reform (Fire Safety) Order 2005*



*Civil Contingencies Act 2004*



*Health and Safety at Work etc. Act 1974*



*Equality Act 2010*



*Policing and Crime Act 2017*





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# PERFORMANCE AND DEVELOPMENT DURING CRMP 2021-25.

**Over the period of the previous CRMP, 2021- 2025, the Service in its commitment to ‘Making Shropshire Safer’ has performed effectively and progressed the development of the following areas:**



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## **Fire engine availability remains at a good level**

The service’s overall availability was 87.5 percent, with wholetime availability at 98.7 percent and on-call availability at 85.1 percent.

This level of availability when compared to other Fire and Rescue Services is good, particularly when noting the large proportion of on-call staff.

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## **Home Fire Safety Visits**

The Service supported by our partners typically carried out 3500 home fire safety visits a year. When compared to other Fire and Rescue Services Shropshire has a normal value of 9.8 Home Fire Safety Visits per 1000 population. Home Fire Safety Visits provide valuable advice and support to residents of Shropshire to reduce the risk from fires.

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## **Incidents - Primary Fires**

The Service typically responds to 4000 emergency incidents a year, with 500 of these recorded as Primary Fires. Primary fires are potentially more serious fires that harm people or cause damage to property. When compared to other Fire and Rescue Services, Shropshire has a normal value of 1.15 primary fires per 1000 population.

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## Fire Safety Audits

The Service typically carries out 400 fire safety audits a year. When compared to other Fire and Rescue Services (FSA), Shropshire has a normal value of 2.9 per 100 known premises. FSAs support the Service in maintaining its statutory and regulatory duties providing advice, support inspection and enforcement of Fire Safety legislation of commercial premises in Shropshire.

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## Telford Central Redevelopment

In 2024 the work to refurbish the 1970s Telford Central Fire Station was completed. The redevelopment has been successfully reconfigured to become a resilient, state of the art facility for emergency response, training and community engagement.

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## Increased resources within the Protection Team

During this period the Service further strengthened its capacity and responsiveness to regulatory demands by increasing the number of posts within the Protection Team. This has resulted in an increase in Protection activity like responding to fire safety concerns, building regulation consultations, access to qualified fire safety support and post fire inspections.

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## New PPE (Fire Kit)

To enhance the level of protection offered to responding crews the Service has procured new Firefighting PPE. This PPE procurement supports the Firefighting Service's commitment the health, safety and wellbeing of its staff.

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## Resource Review

Within CRMP 2021-25 there was a firm commitment to conduct a Resource Deployment review to enhance the efficiency and effectiveness of operations. The completed review enables evidence-based decision making, informed resource allocation, and targeted investments to maximise the Service's ability to mitigate emerging risks, save lives and safeguard property within the communities of Shropshire.

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## On Call sustainability

Through the On Call Sustainability Review the Service has delivered improvements to the On Call system to ensure that Shropshire continues to benefit from high levels of performance. This has resulted in developments to devices & systems to support availability, as well as the increased flexibility of banded contracts.

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# SHROPSHIRE, YOUR COUNTY



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Fire and Rescue Service

*Photos courtesy of Laura Newsome*

## **Shropshire, located in the heart of England's West Midlands, is a ceremonial county divided into Shropshire and Telford & Wrekin Councils.**

**This region is celebrated for its historical significance and natural splendour.**

It's a place where the River Severn, the longest in the UK, meanders through, shaping the county's diverse landscapes, which include picturesque rural settings and designated Areas of Outstanding Natural Beauty, notably the Shropshire Hills.

Covering 3,487 square kilometres, Shropshire is bordered by Wales and several English counties. It's known for its sparse population, with around 493,000 inhabitants, making it one of the least densely populated areas in England. The population distribution is uneven, with roughly half living in the urban centres of Shrewsbury and Telford, while the remainder of the population is scattered across smaller towns, and villages. This spread contributes to the county's unique blend of urban and rural life, with diverse living environments ranging from bustling town centres to tranquil countryside locales.

The demographic changes over the last decade have been significant, with Shropshire witnessing a 5.7% increase in population and Telford & Wrekin experiencing an 11% surge, indicating dynamic urban growth.

This growth has led to transformations in household structures, with trends showing a shift towards more single-person households and a substantial increase in privately-rented accommodations, particularly in Telford & Wrekin.

Shropshire's rich tapestry of history is woven into its medieval towns, such as Shrewsbury and Ludlow, and is epitomised by the Ironbridge Gorge, a UNESCO World Heritage site known as the birthplace of the Industrial Revolution. The county's heritage is further enriched by over 7,400 historic sites, including National Nature Reserves and Sites of Special Scientific Interest, such as Attingham Park, which stands as one of the National Trust's most visited locations in the UK.

Despite its beauty and heritage, Shropshire faces challenges such as flood risks along the River Severn and socioeconomic shifts impacting employment and social care. These issues, together with the area's significant military, commercial, and tourism sectors, create a complex socio-environmental landscape. Shropshire's resilient and increasingly diverse population continues to adapt, maintaining the county's status as a captivating blend of historical legacy and contemporary evolution.



**Shropshire**  
Fire and Rescue Service

# YOUR FIRE AUTHORITY.

**Shropshire and Wrekin Fire and Rescue Authority (SWFRA) operates under legal frameworks set by the *Fire and Rescue Services Act 2004* and *The Shropshire Fire Services Combination Scheme Order 1997*.**

These laws grant the Fire Authority the ability to manage fire and rescue services in Shropshire, including establishing a fire service for the area.

SWFRA gains its operational abilities from the mentioned Act and related fire safety regulations. The Combination Scheme specifically creates the Fire Authority and outlines its structure, allowing for a maximum of 25 members to be appointed by the Shropshire Council and Telford & Wrekin Council. The representation on the Authority is proportional to the population of each council's area, with fifteen seats shared between them based on local government electorate numbers.

The primary role of the Fire Authority is to oversee the organisation's Corporate Governance. This includes directing its strategic approach, setting financial plans, defining management objectives, and tracking their fulfilment.

Various committees and panels have been established to support these tasks, each with distinct responsibilities.

Shropshire Fire and Rescue Service (SFRS) is governed by this Fire Authority, consisting of 15 elected councillors from the Shropshire and Telford & Wrekin unitary authorities. The leadership includes a Chair, selected from among these councillors.

All members are bound by the Authority's *Code of Conduct* to declare any personal interests that they might have. A guide to member's personal interests can be found on the *CLG website*.



*Fire and Rescue Services Act 2004*



*The Shropshire Fire Services Combination Scheme Order 1997*



*Code of Conduct*



*CLG website*





**Shropshire**  
Fire and Rescue Service

# **YOUR FIRE & RESCUE SERVICE: PURPOSE, GOALS & 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



**Continuous  
Improvement**



**Operational  
Excellence**



**One Team  
Ethos**



**Leadership**



**Culture**



**Together**



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Fire and Rescue Service

# YOUR FIRE & RESCUE SERVICE: **SFRS VISION.**



# MAKING SHROPSHIRE SAFER.



### **Operational Excellence OUR FOUNDATION**

Operational excellence is the cornerstone of our Fire and Rescue Service, integrating prevention, protection, and response to meet and exceed the high standards our communities deserve.



### **Culture OUR PEOPLE, OUR STRENGTH**

Our organisational culture, shaped by our dedicated personnel, emphasises an inclusive environment where feedback and performance management are integral to delivering exceptional community service.



### **Continuous Improvement OUR PATH FORWARD**

Continuous improvement, guided by our Community Risk Management Plan for 2025-2028, is set to enhance our service by optimizing resources, integrating advanced technologies, and adapting to new challenges, ensuring efficient and future-ready operations.



## **HOW WE WILL ACHIEVE THIS VISION.**



### **One Team Ethos OUR COLLECTIVE IDENTITY**

Our One Team ethos transcends individual roles, uniting us under the collective mission to 'Make Shropshire Safer,' where mutual accountability and the drive for continuous improvement shape our path forward.



### **Together OUR SHARED RESPONSIBILITY**

Together, we commit to a shared responsibility for excellence, resilience, and unity, striving to surpass community expectations and make Shropshire safer for all.



### **Leadership TRANSPARENCY AND ACCOUNTABILITY**

Our leadership commits to transparency and accountability, empowering managers to foster a culture of trust and support, and ensuring alignment with the FRA Strategy to drive continuous improvement at SFRS.



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Fire and Rescue Service

# YOUR FIRE & RESCUE SERVICE: OVERVIEW.

## OUR RESPONSIBILITIES

### Firefighting

Extinguishing fires and protecting life and property in the event of fires

### Road Traffic Collisions

Protecting and rescuing people from serious harm in the event of a road traffic collision

### Fire Safety

Promoting fire safety, including provisions taken to prevent fires and means of escape from buildings in the event of fire

### Civil Emergencies

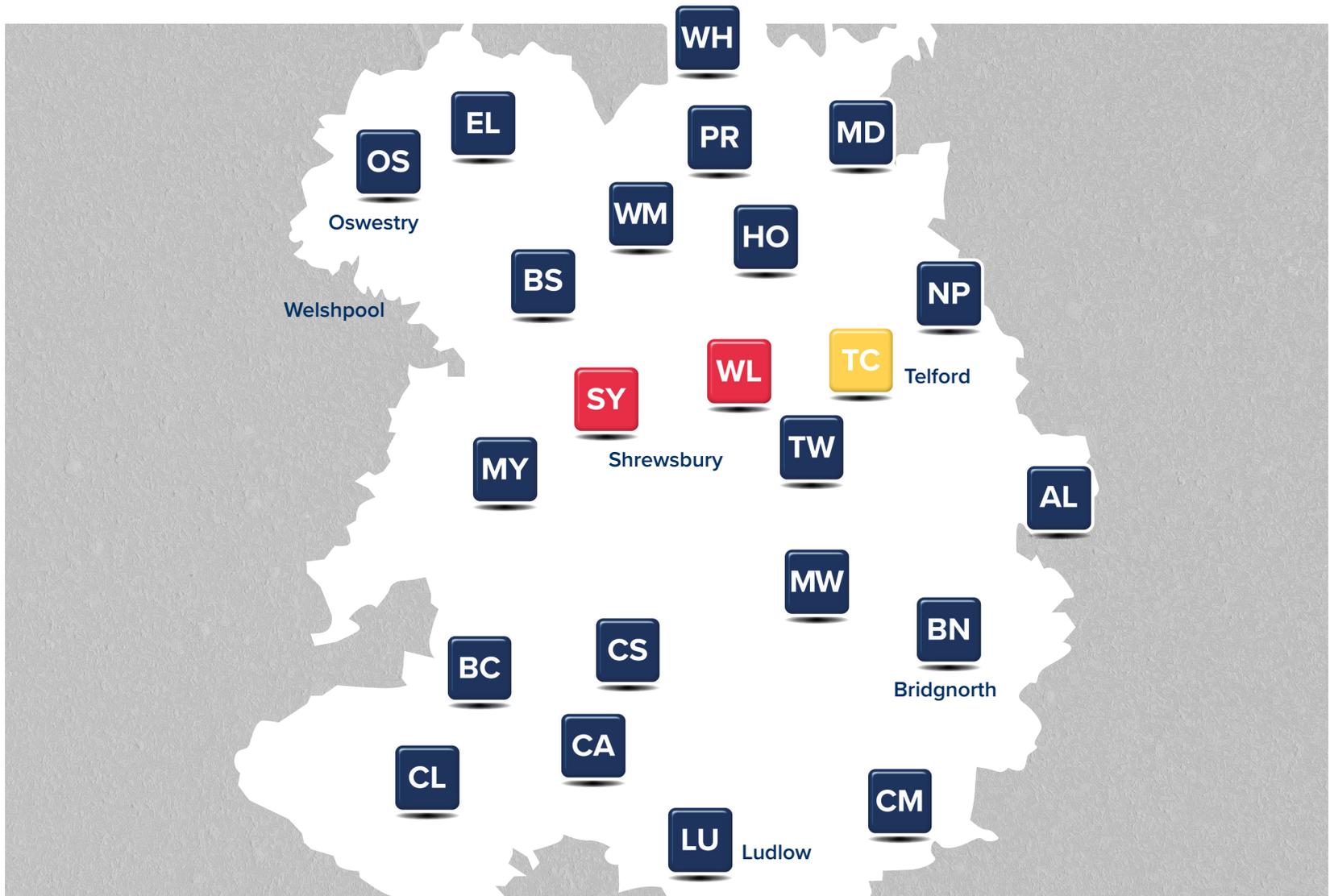
Response to other civil emergencies, like flooding

### Special service calls

Rescuing people from water, height or other situations where they are trapped, at risk of harm or generally in need of fire service assistance as well as animals when required

## OUR STATIONS

AL	Albrighton
BS	Baschurch
BC	Bishops Castle
BN	Bridgnorth
CS	Church Stretton
CM	Cleobury Mortimer
CL	Clun
CA	Craven Arms
EL	Ellesmere
HO	Hodnet
LU	Ludlow
MD	Market Drayton
MY	Minsterley
MW	Much Wenlock
NP	Newport
OS	Oswestry
PR	Prees
SY	Shrewsbury
TC	Telford Central
TW	Tweedale
WL	Wellington
WM	Wem
WH	Whitchurch



■ On-call

■ Whole time and on-call

■ Wholetime



**Shropshire**  
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# YOUR FIRE & RESCUE SERVICE: WORKFORCE AND CULTURE.



## **At SFRS, we believe in working together as one team to support our communities. It's important to us that everyone who works here feels safe, supported, and included.**

**We're committed to ensuring our team reflects the diversity of the communities we serve, although we recognise there's more to be done to achieve this goal.**

This is underpinned by "The Workplace Charter", which has been created by our people and sets out the standards of behaviour expected from employees, incorporating the NFCC "[Core Code of Ethics](#)". Please scan the QR code to view.



The safety of our team is our top priority. We regularly review our practices to ensure the highest level of safety for our firefighters as part of our commitment to risk management.

**Following a recent external review of our workplace culture, we've identified several areas for improvement, including:**

- Leadership and decision-making;
- Performance management and teamwork;
- Addressing power dynamics within the team;
- Promoting an inclusive culture;
- Clarifying career progression and promotion processes;
- Managing workplace gossip and banter in a respectful manner.

We are fully committed to becoming the best possible workplace. To achieve this, we've embraced all the recommendations from the review and are developing a detailed action plan to address them.

**This includes focusing on:**

- Developing the leadership skills within our team;
- Encouraging personal and professional growth;
- Ensuring our team has the right resources;
- Promoting equality, diversity, and inclusion;
- Prioritising health, well-being, and fitness;
- Expanding opportunities for skills and educational development;
- Adopting new and more efficient ways of working.

By implementing the recommendations from the external review into our People Strategy, we're taking significant steps to enhance our workplace culture. This is not only beneficial for our team members but also improves the service we provide to our communities. A stronger, more united SFRS means better safety and support for the people we serve.



**Shropshire**  
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# YOUR FIRE & RESCUE SERVICE: PREVENTION.

**At the heart of the Shropshire Fire and Rescue Service (SFRS) lies a powerful vision of continuous improvement and our people.**

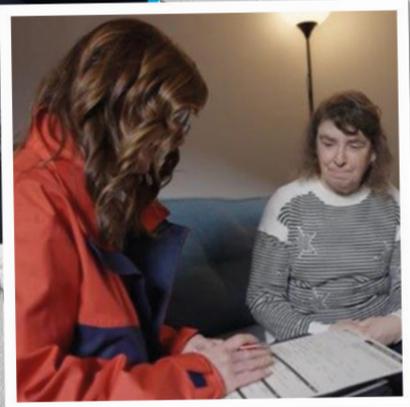
Our Prevention team is key to making this vision a reality. This dedicated group of prevention officers is focused on stopping emergencies before they happen. They provide valuable education, intervention, and support to those in our communities who are most at risk.

Our investment in these educational activities is paying off, with vital safety devices like smoke and carbon monoxide alarms becoming common in homes. Working closely with partners allows us to focus our efforts where they're needed most, ensuring we use our resources wisely.

Prevention is about more than just preventing fires; it's about creating safer, healthier, and more inclusive communities. Our approach is proactive, using data and local insights to identify and support those at greatest risk.

The Fire Service Act 2004 includes prevention as a core function and fire authorities must make provision for the purpose of promoting fire safety in its area to prevent fires and death or injuries by fire.





### Current Prevention Priorities:

- **Safety in the Home:**  
Our teams educate on fire safety and preventing a range of emergencies, from fires to slips and falls.
- **Safeguarding the Vulnerable:**  
We're committed to protecting the rights of all residents, ensuring they're safe from harm, abuse, and neglect.
- **Welcoming Culture:**  
Building trust and confidence in SFRS is vital. We focus on raising awareness and reducing risks by engaging with the community, especially in areas where we can make the biggest difference.
- **Youth Engagement:**  
Engaging with young people is key to our prevention efforts, aiming to diminish anti-social behaviour and increase awareness of risks in driving and water activities.
- **Continuous Improvement:**  
We are evaluating our integrated approach to ensure its effectiveness in reducing risk

The Prevention team, through education and engagement, exemplifies the SFRS vision, leveraging our collective strengths to enhance safety across Shropshire.



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Fire and Rescue Service

# YOUR FIRE & RESCUE SERVICE: PROTECTION.

**At the core of SFRS is a vision committed to operational excellence and community safety.**

The Protection team embodies this vision through its dedicated enforcement of fire safety legislation, ensuring the safety of workplaces, high-risk accommodations, and residential buildings. The tragic events of Grenfell Tower have emphasised the importance of focusing on high-risk premises, prompting us to further refine our strategies to protect our community.

Our specialist fire safety officers are at the forefront, working diligently to advise, support, and enforce fire safety legislation across local businesses and residential areas. This is bolstered by an out-of-hours service that ensures continuous protection for our community.

The team's Risk Based Inspection Programme (RBIP) is informed by commercial data, known risks, intelligence from the public and partner agencies.



### Current Protection Priorities:

- **Risk Based Inspection Programme:**  
Our RBIP is informed by commercial data to target the most at-risk commercial premises within Shropshire.
- **Data Driven Approach:**  
Investing in commercial data has significantly enhanced our capability to identify businesses and premises at the highest risk, allowing us to target our efforts more effectively.
- **Business Engagement:**  
To better support local businesses and ensure compliance with fire safety legislation, we aim to reduce regulatory burdens, keeping businesses operational while prioritising safety.
- **Reduce the burden of False Alarms:**  
Support businesses in the reduction of unwanted fire signals, through education and inspection.
- **Continuous Improvement:**  
We are evaluating our integrated approach to ensure its effectiveness in reducing risk

Through these combined efforts, the SFRS Protection team is a cornerstone of our overall aim, driving forward the safety and well-being of Shropshire.





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# YOUR FIRE & RESCUE SERVICE: RESPONSE.

**SFRS's operational response structure is designed to manage a wide range of emergency situations across the county.**

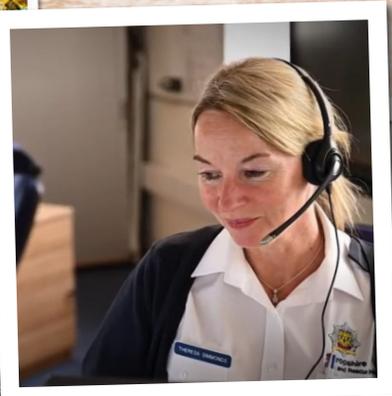
With 28 fire appliances stationed across 23 fire stations and approximately 500 firefighters, SFRS is well-equipped to manage incidents of varying scales and complexities.

The Fire Control team are central to all response activities, receiving all emergency calls, dispatching fire appliances and supporting the operational firefighter.

To enhance its response capabilities, SFRS possesses specialist vehicles, including aerial ladder platforms, which are crucial for reaching high elevations during rescue operations or firefighting. Alongside, specialist animal rescue capability.

The service can also respond to wide area flooding, through the use of two rescue boats. These specialist resources are complemented by equipment and training for rescuing individuals from height, water, and road traffic accidents, ensuring a comprehensive emergency response mechanism.





### Current Response Priorities:

- **Resourcing to Risk**  
We are committed to aligning resources with identified risks, thereby delivering a risk-based, effective, and efficient response.
- **Operational Excellence:**  
We prioritise the continuous development and maintenance of the necessary skills and competencies among all firefighters to deliver the best service to the public.
- **Continuous Improvement:**  
We are focused on enhancing our specialist response capabilities. This involves the comprehensive development of our personnel, ensuring they are prepared to meet and manage the diverse challenges.
- **Prepared:**  
All teams are dedicated to ensuring the availability and accessibility of accurate risk information to all, contributing to firefighter safety and better operational outcomes.

The Response team, through their dedication and expertise, significantly contributes to the overarching purpose of making Shropshire Safer.



**Shropshire**  
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# YOUR FIRE & RESCUE SERVICE: SUSTAINABLE FINANCE.

**We are committed to delivering value for money across the services we provide. During 2025/26, our funding will come from three sources:**

- Council Tax: 72%
- Revenue Support Grant + other grants: 13%
- Business Rates + top up grant: 15%

SFRS strives to deliver an outstanding fire and rescue service with the budget available to spend on our employees (including our firefighters), our equipment and our services.

The Service makes decisions on what we spend based on the risk, demand and vulnerability of our communities. As we do that, we make sure that we provide value for money for the people of Shropshire

Our Medium Term Financial Plan sets out how we will deliver our services and we carry out prudent financial management by managing our resources efficiently, economically and effectively.

We were able to increase precept by 4.33% in 2025-26, in line with maximum levels permitted by Government. This enabled the Band D precept to be increased by £4.96 per year.

The average Band D householder in Shropshire will pay £119.45 per year for their Fire and Rescue Service.

At £2.30 per week, we think this represents excellent value to the people we serve.

# FUNDING THE REVENUE BUDGET.

2025/26

REVENUE  
SUPPORT  
GRANT  
**£2.8M**  
9%

OTHER  
GRANTS  
**£1.2M**  
4%

BUSINESS  
RATES  
**£1.7M**  
6%

RATES TOP UP  
**£2.6M**  
9%

COUNCIL TAX  
**£21.8M**  
72%



**Shropshire**  
Fire and Rescue Service

# DEVELOPING OUR SERVICE.



His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) is the independent inspectorate of fire and rescue services within England.

HMICFRS uses a similar grading model to that which is used by OFSTED for school inspections, with the following gradings: Outstanding, Good, Adequate, Requires Improvement, or Inadequate.

The outcome of the most recent inspection of Shropshire Fire and Rescue Service, which took place in June 2024, was published in November 2024 and can be *found by scanning the QR code.*



Against 11 key metrics that assess our efficiency, effectiveness, and how we look after our people, we received one 'good' rating, three 'adequate' ratings, six 'requires improvement' ratings, and one 'inadequate' rating. Alongside these grading, the Service a "Cause of Concern", centred around management of risk.

We are committed to addressing the areas highlighted following the inspection and will engage with staff to develop an action plan to address the findings of our latest inspection. This will ensure we continue to drive improvements across the organisation.







**Shropshire**  
Fire and Rescue Service

# MANAGING RISK IN SHROPSHIRE





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# UNDERSTANDING RISK IN SHROPSHIRE.

## Definition of Risk

SFRS have adopted the National Fire Chiefs Council (NFCC) definition of risk. For community risk management in the fire and rescue service, risk is defined as:

**Risk: A combination of the likelihood and consequences of hazardous events.**

## Key terms

The key terms within this definition as follows:

### Hazardous event:

A potential event that can cause harm.

### Likelihood:

The chance of something happening, described by the probability, frequency or uncertainty of events.

### Consequence:

The outcome of an event. Specifically, the severity or extent of harm caused by an event.

## Approach

We use a targeted approach to risk identification by horizon scanning and collaborative working, within engagement both regionally and nationally with other blue light services and key partners through the West Mercia Local Resilience Forum (WMLRF), SFRS are able to plan effectively to mitigate the impact of incidents or threats that have the capacity to cause major disruptions to our communities.

This approach allows SFRS to analyse and take reasonable steps to reduce or remove the risk whilst ensuring our communities remain safe in the event of facing a major emergency, disaster or crisis.

## Community Risk Profile

The Community Risk Profile (CRP) is an analysis of risk across the communities of Shropshire.

It is derived from detailed incident, census, geographical and environmental datasets, including information from our partners, such as health services. This information is analysed to create a holistic view of risk in the county, enabling us to target our resources effectively

# CRMP METHODOLOGY.

**We use a five-step process to assess community risk and prioritise our actions to mitigate the risks we identify.**

We understand risk by focusing on the hazards in our community, identifying the people, places, environment and economy at risk and prioritising our resources where we will have the greatest impact.

We align with national good practice and have contributed to, and adopted, community risk management work undertaken by the [\*National Fire Chiefs Council\*](#).



## Defining scope

Understanding what the CRMP process needs to achieve.



## Hazard identification

Describe community hazards and who is at risk.



## Risk analysis

Assess the likelihood and consequence of risk occurring.



## Decision making

Decide on steps to take to reduce the risk.



## Evaluation

Check to see if the CRMP is working as planned.

# MANAGING RISK IN SHROPSHIRE: FIRES IN THE HOME.

## Hazardous Event

Fires in the home are one of the biggest concerns for our communities. In 2022-23, 334 people died in accidental dwelling fires in Great Britain.

Over the past six years in Shropshire, there have been nine fatalities and 167 non-fatal casualties in dwelling fires. Even when there are no casualties, the impact of a fire on the lives of those involved can be catastrophic.

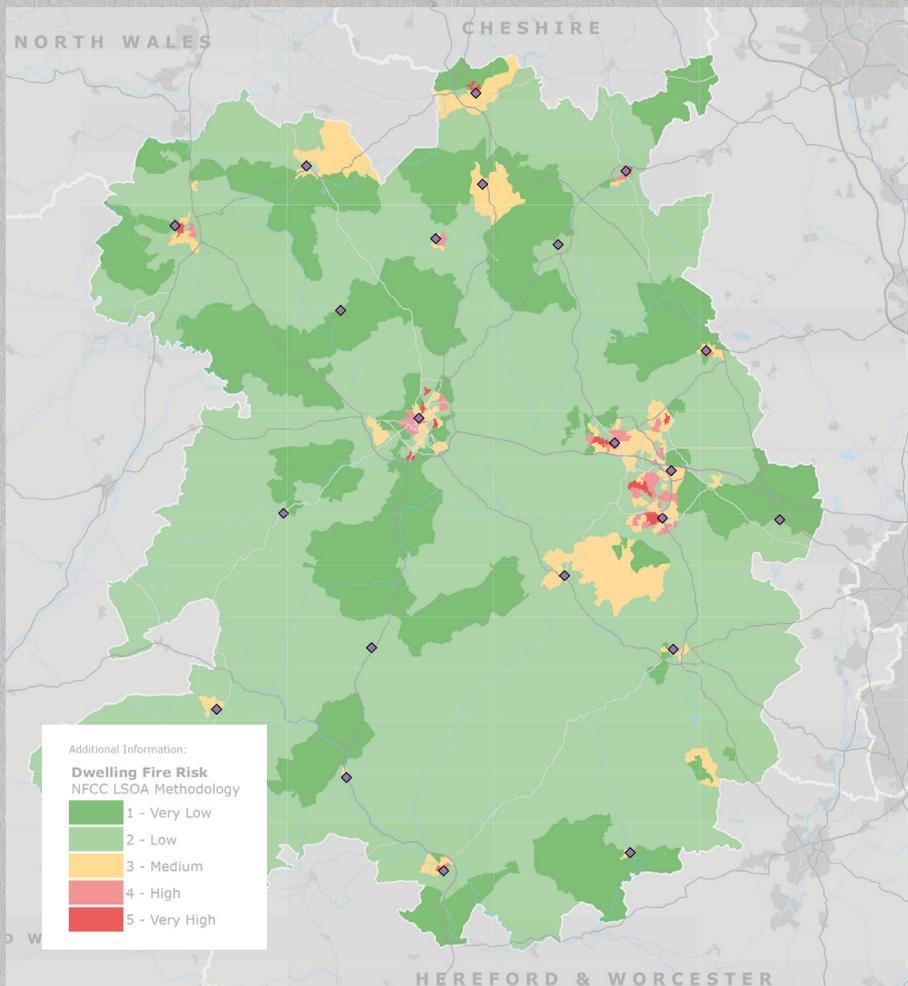
The West Mercia Local Resilience Forum recognises the community risk from dwelling fires within Shropshire and provides fire prevention and safety advice for local communities.

## Consequence

Over the past seven years, Shropshire's annualised dwelling fires fatality/injury rate is 8.32 per 100,000 people, significantly lower than the national average of 9.39 per 100,000. This likelihood of dwelling fire fatalities/injuries occurring is rated as "Medium" (M).

## Risk Groups

<b>Individual</b>	Fires in dwellings pose a direct threat to life, causing fatalities, injuries, and severe psychological trauma.
<b>Societal</b>	Dwelling fires disrupt social cohesion, lead to housing displacement, and strain emergency services and healthcare.
<b>Responders</b>	Responders face injury risks from structural instability, toxic smoke exposure, and high-stress environments.
<b>Environmental</b>	Fires release pollutants, causing air and water contamination and damaging the environment.
<b>Community</b>	Dwelling fires impact local safety perceptions, disrupt communities, and may increase economic hardship.
<b>Heritage</b>	Fires can destroy historic homes and artefacts, causing irreversible cultural and architectural loss.



### Reducing Risk

- Schools education programme including teacher resources
- Partner referral Safe and Well Visits (SAW)
- Provision of assistive fire safety technologies to the most vulnerable
- Community visits and provision of meeting rooms
- Preventing fire-setting behaviour amongst children

# MANAGING RISK IN SHROPSHIRE: FIRES IN OTHER PREMISES.

## Hazardous Event

SFRS frequently respond to fires in 'other' buildings or premises, some of which also include significant risk to our communities. For example, factory buildings, agricultural buildings and other property types where people sleep, including hospitals, hotels and residential care homes.

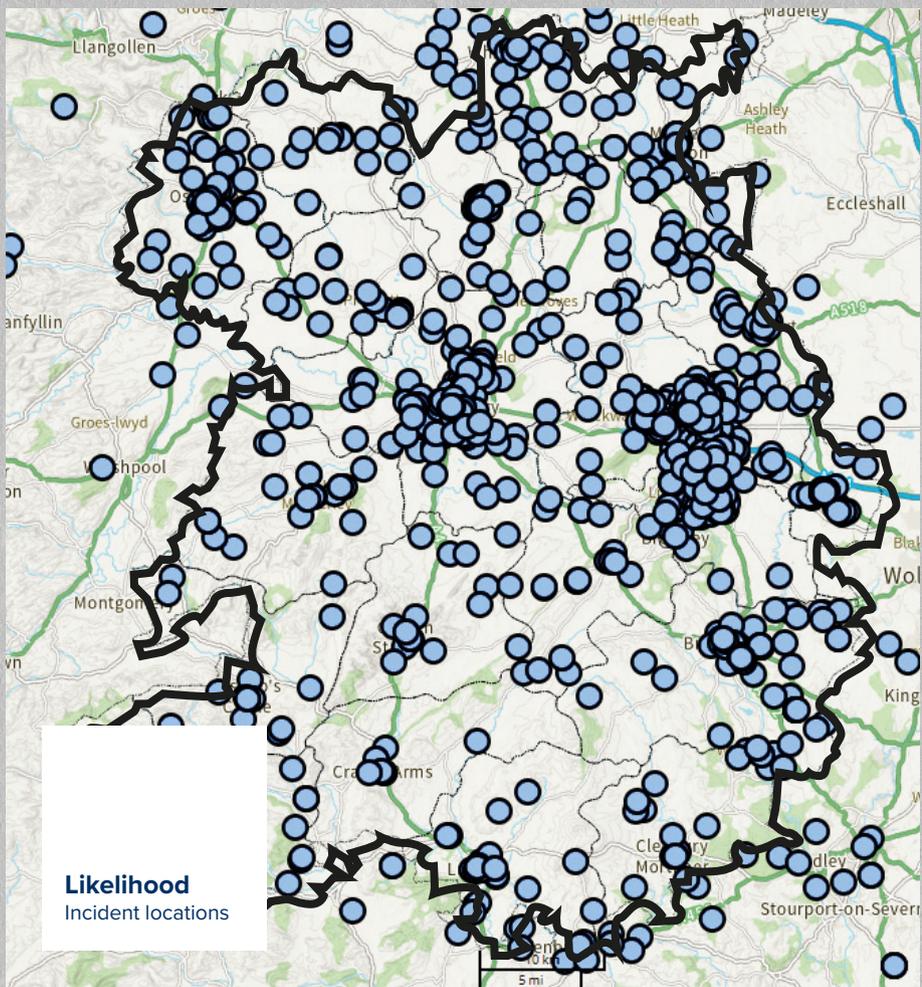
The risk of Other Building Fires is recorded in the Community Risk Register.

## Consequence

Over the past seven years, Shropshire's annualized other building fires fatality/injury rate is 2.2 per 100,000 people, significantly higher than the national average of 1.6 per 100,000. This likelihood of other building fire fatalities/injuries occurring is rated as "High" (H).

## Risk Groups

<b>Individual</b>	Fires in other premises can cause severe injuries or fatalities due to high occupancy or usage.
<b>Societal</b>	Significant disruptions to essential services, businesses, and infrastructure, impacting societal functions and economic stability.
<b>Responders</b>	Increased exposure to structural hazards, toxic fumes, and complex firefighting conditions in large premises.
<b>Environmental</b>	Fires in industrial or agricultural buildings may release harmful pollutants and damage ecosystems.
<b>Community</b>	Fires disrupt community stability, create economic challenges, and increase resource demand for recovery.
<b>Heritage</b>	Fires can destroy culturally or historically significant buildings, causing permanent loss of heritage.



### Reducing Risk

- Risk Based Inspection Program
- Data Driven Approach
- Business Engagement.
- Reduce the burden of False Alarms

# MANAGING RISK IN SHROPSHIRE: **OUTDOOR FIRES.**

## **Hazardous Event**

Incidents involving fires in the open range from large wildfires as we saw in the summer of 2022, to field fires involving farm land and small fires in the open such as trees, refuse and vehicles. In Shropshire they primarily cause harm to the environment and property.

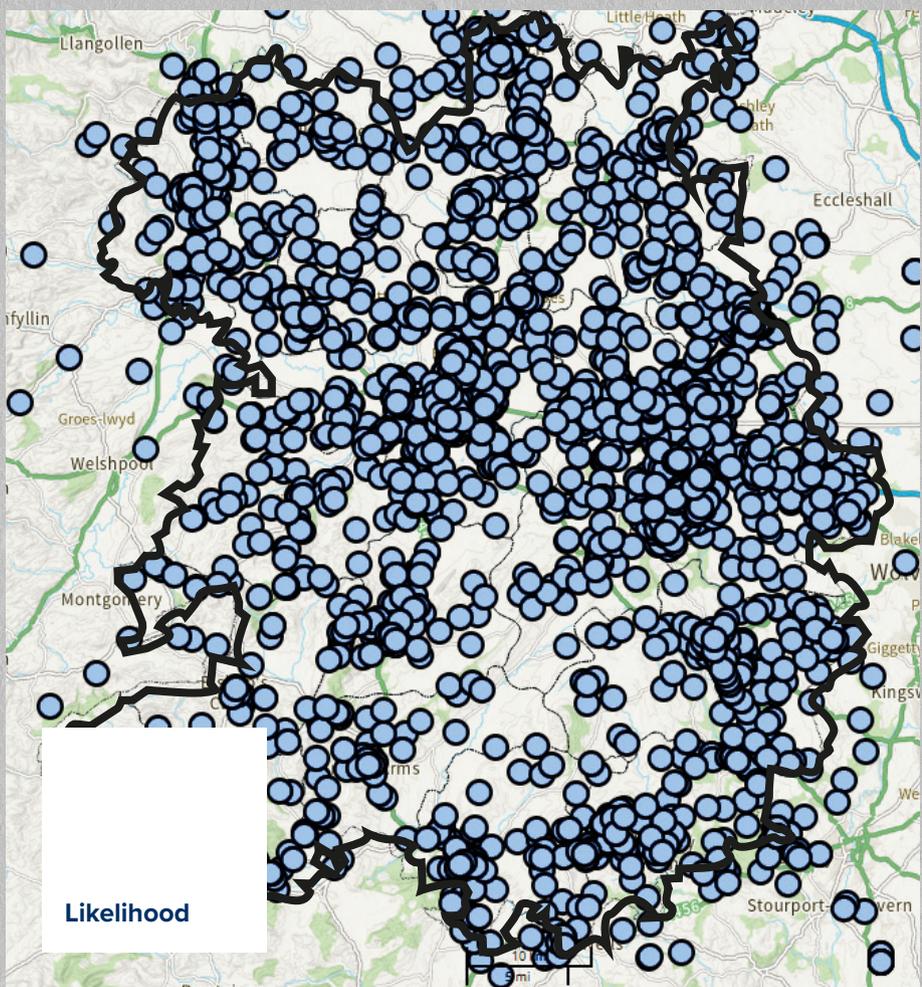
During hot weather multiple fires in the open happening at the same time reduces our capacity to respond to other emergencies. Our risk analysis has addressed large incidents of wildfire and periods of large volumes of outdoor fires during hot, dry weather.

## **Consequence**

Over the past seven years, Shropshire's annualized secondary fires injury rate is 0.5697 per 100,000 people, significantly lower than the national average of 0.618 per 100,000. This likelihood of secondary injuries occurring is rated as "Medium" (M).

## **Risk Groups**

<b>Individual</b>	Risk of minor injuries or burns, typically low but foreseeable during secondary fire incidents.
<b>Societal</b>	Small outdoor fires disrupt public spaces and can lead to negative community perceptions.
<b>Responders</b>	Responders face minor injury risks from hazardous environments and unexpected escalation.
<b>Environmental</b>	Fires can damage vegetation, release pollutants, and impact ecosystems in open spaces
<b>Community</b>	Fires can reduce community well-being by damaging public areas and increasing public anxiety.
<b>Heritage</b>	Derelict buildings of historical significance may suffer irreversible damage from secondary fires.



### Reducing Risk

- Provision of specialist vehicles.
- Conducting prevention campaigns/events.
- Undertaking Wildfire Capability Review.
- Aligning with Natural England plans.
- Evaluating training and equipment.

# MANAGING RISK IN SHROPSHIRE: ROAD TRAFFIC COLLISIONS.

## Hazardous Event

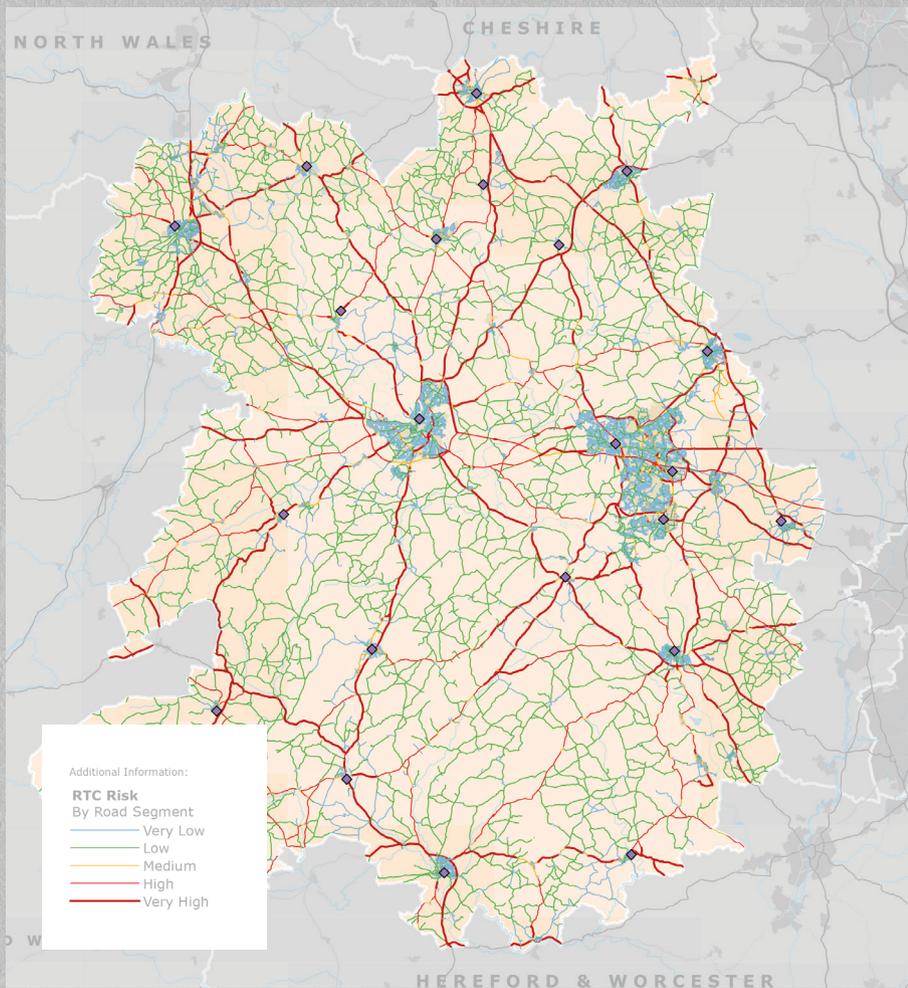
Incidents involving road traffic collisions (RTC) have a significant impact on the communities and lives of Shropshire residents. RTC has been highlighted under risk analysis as an emerging risk, a review of ambulance response times identifies an increase in time at RTC incidents without clinical care. This trend appears to be one that will further impact on the consequence of RTCs within the community resulting in serious injuries and deaths.

## Consequence

Over the past seven years, Shropshire's annualized RTC fatality/injury rate is 54.04 per 100,000 people, significantly higher than the national average of 34.70 per 100,000. With Shropshire's rate surpassing the highest consequence threshold (48.59 per 100,000), the likelihood of RTC fatalities/injuries occurring is rated as "Very High" (VH). This comparison indicates a critical need for enhanced road safety measures in Shropshire to address the elevated RTC rates and mitigate the associated risks.

## Risk Groups

<b>Individual</b>	High risk of serious injury or fatalities due to collisions involving vehicles on high-risk roads.
<b>Societal</b>	RTCs cause significant societal disruption, economic impact, and strain on healthcare and emergency services.
<b>Responders</b>	High risk of injury from vehicle instability, hazardous materials, and unpredictable incident scenes.
<b>Environmental</b>	Spills from RTCs can contaminate soil and water, with long-term environmental consequences.
<b>Community</b>	RTCs and their impacts create economic challenges, and increase resource demand for recovery.
<b>Heritage</b>	Increased local anxiety and reduced road safety perceptions affect overall community well-being.



### Reducing Risk

- Mobilisation of specialised rescue resources.
- Trauma qualification for firefighters.
- Targeted road safety campaigns.
- Reviewing RTC Risk Evaluation.
- Adopting NFCC risk methodology.

# MANAGING RISK IN SHROPSHIRE: RESCUE FROM WATER.

## Hazardous Event

SFRS is increasingly called to incidents involving rivers like the Severn and the Tern as well as the Shropshire Union Canal, local pools and lakes. Responding crews are involved in the rescue or recovery of people and animals and protecting infrastructure and the environment.

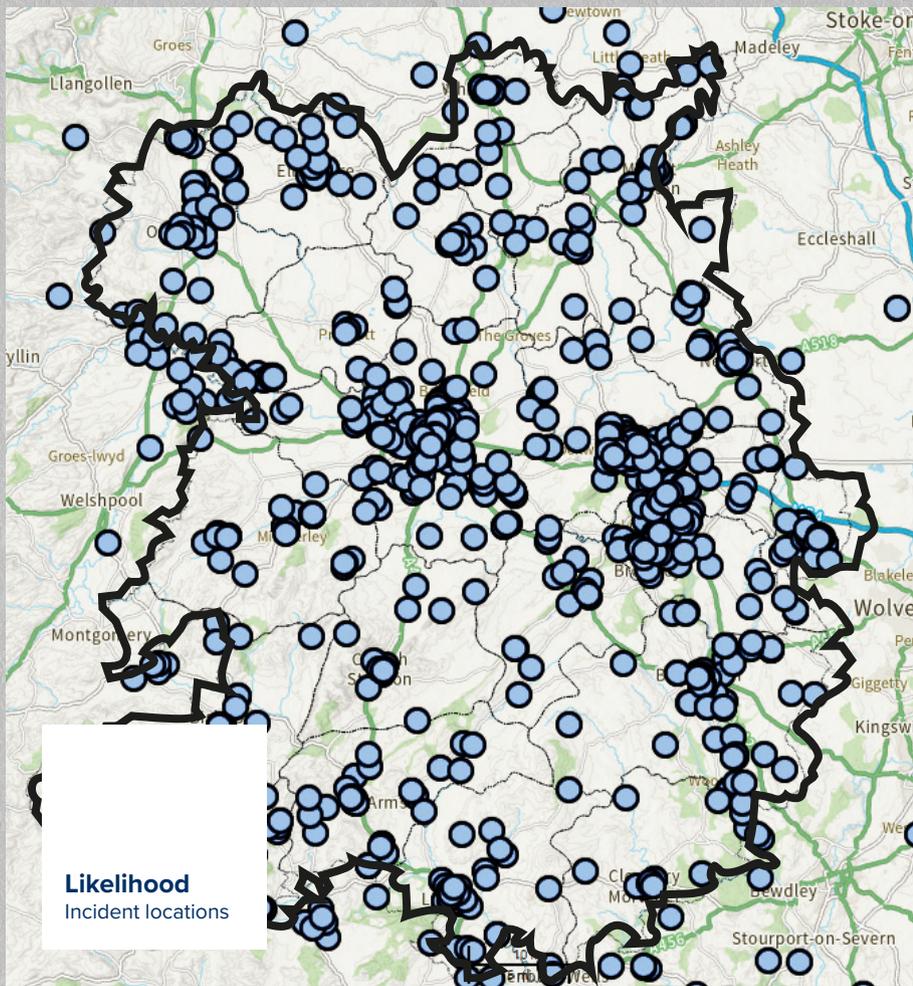
Over the 7 year period to April 2024, the Service attended 200 rescue or evacuation from water incidents in the county. The image shows the location of these incidents which are concentrated along the River Severn in Shrewsbury, Ironbridge and Bridgnorth. This is likely to be due to a combination of ease of accessibility, urban population density and increased nighttime economy.

## Consequence

Over the past seven years, Shropshire's annualized other fatality/injury rate (which mainly comprised of water incidents) is 2.07 per 100,000 people, significantly higher than the national average of 0.82 per 100,000. This likelihood of other fatalities/injuries occurring is rated as "Very High" (VH). The suicide attempts consequence is significantly higher in Shropshire when compared to England with 1.819 fatalities/injuries recorded in Shropshire and 1.073 for England per 100,000. This likelihood of other fatalities/injuries occurring is rated as "Very High" (VH).

## Risk Groups

<b>Individual</b>	High likelihood of fatalities or injuries from drowning, cold water shock, or entrapment.
<b>Societal</b>	Increased strain on emergency services and heightened public concern due to rising incident rates.
<b>Responders</b>	Significant risk of injury, psychological trauma, or drowning during complex water rescue operations.
<b>Environmental</b>	Disturbance of aquatic habitats, water pollution, and contamination from fuel, chemicals, and rescue equipment deployment.
<b>Community</b>	Emotional and economic impact from fatalities and accidents affecting local safety perceptions and tourism.



### Reducing Risk

- Strategic provision of Water Responders.
- Deployment of Swiftwater Rescue Technicians.
- Rescue boat stationed in Shrewsbury.
- Coordinating water safety campaigns.
- Conducting Water Rescue Review.

# MANAGING RISK IN SHROPSHIRE: WIDE AREA FLOODING.

## Hazardous Event

In Shropshire, the flooding incident rate is marginally lower than for England (1.743, compared to 2.731 incident rate), suggesting that incidents involving flooding are less frequent than the national average.

In Shropshire, communities in Ironbridge, Shrewsbury and Molverley are routinely impacted by seasonal flooding events

To assess the impact of flooding in Shrewsbury, SFRS reviewed two scenarios which occur in times of flood:

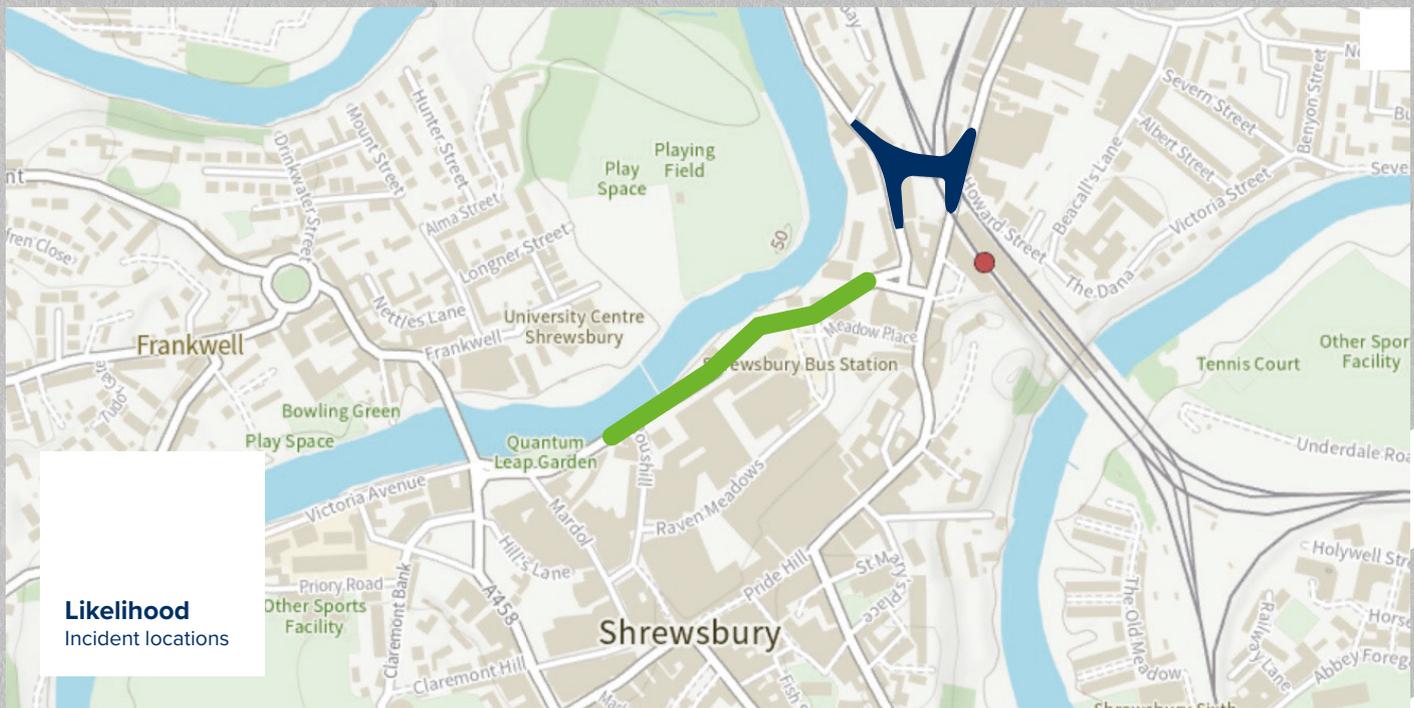
- Scenario 1 involves removing vehicle access to the area highlighted in green
- Scenario 2 involves removing vehicle access to the area highlighted in blue, which in turn removes access to the green area

## Consequence

Over the past five years, Shropshire's annualized flooding and water rescue fatalities and injuries rate is 2.0795 per 100,000 people, significantly higher than the national average of 0.8267 per 100,000. This likelihood of other fatalities/injuries occurring is rated as "Very High" (VH).

## Risk Groups

<b>Individual</b>	High potential for drowning, injuries, and health issues due to contaminated water exposure.
<b>Societal</b>	Disruption of essential services, economic losses, and increased burden on healthcare systems.
<b>Responders</b>	Elevated danger during rescue operations, including swift currents, submerged hazards, and exposure to pollutants.
<b>Environmental</b>	Ecosystem damage, water pollution, and long-term soil degradation affecting agriculture and biodiversity.
<b>Community</b>	Displacement of residents, loss of homes, and prolonged recovery periods impacting community cohesion.



**Likelihood**  
Incident locations

### Reducing Risk

- Strategic Deployment of resources across the county.
- Conducting Flooding Review.
- Aligning with Environment Agency & DEFRA guidelines.



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# OUR PRIORITIES FOR THE NEXT 3 YEARS.

**We have considered risk, demand and impact on our community and there are a number of actions we will implement between 2025 and 2028 that we believe will continue to build on the successes of our previous plan and help us continue to increase our capabilities so we can respond even more effectively to incidents, protect firefighters, the public and visitors to Shropshire.**

Our key priorities are split between the main areas as follows:



## THE USE OF INNOVATIVE TECHNOLOGY

Using advanced data to identify risks

Integrate AI-driven tools

Partner with leading external institutions

Using smart technology to identify those most likely to experience a dwelling fire



## CLIMATE AND ENVIRONMENTAL IMPACT

Enhance water rescue capabilities

Strengthen our wildfire preparation and response

Investment in water delivery capability for firefighting

Explore options to relocate fire appliance to west of Shrewsbury during flooding events



## OPERATIONAL EXCELLENCE

Ensure staff are trained and equipped to deal with incidents involving electric vehicles, battery storage and solar farms

Upskill specialist teams across the country including rope rescue and confined space

Review aerial provision and use of the current two appliances



**Shropshire**  
Fire and Rescue Service

## **KEY PRIORITIES:** **IDENTIFY** **THOSE MOST** **AT RISK.**

**Through our CRMP process, we have identified a number of areas where we feel improvements can be made through working smarter to deliver a more efficient and effective service to the communities of Shropshire.**

We will work on these areas during the lifespan of this CRMP.



### **Priority 1** **Adopt NFCC Domestic Dwelling Fire Methodology and use of Artificial Intelligence (AI)**

To further reduce the high risk of Fires in the home, we will adopt the NFCC Domestic Dwelling fire methodology, combined with the use of vulnerable data sets and Artificial Intelligence (AI) to identify those premises and individuals who are most at risk from fire.

We recognise the value of this methodology, which incorporates verified research and is underpinned by a recognised body. Adding individual risk data and AI will provide definitive groups of properties to be offered Safe & Well Visits.

This precision targeting of prevention activity is expected to reduce the number and/or severity of fires in home and the impact on those residents who are the most vulnerable.

## KEY PRIORITIES: **CLIMATE & IMPACT ON ENVIRONMENT.**

**As climate change presents escalating challenges, we are committed to evolving the Service's capabilities to meet the associated risks.**

These proposals focus on preparing for increased wide area flooding, the rising threat of wildfires, and the challenges of limited water supplies during period of drought. Our goal is to enhance our capabilities to protect the community effectively amidst these environmental changes.

### **Priority 2 Introducing an operational capability to manage the risk posed by climate change.**

The Service plans to enhance water rescue capabilities by aligning resources to local risks, improving response capacity, and equipping and training personnel to manage water-related incidents effectively.

To address increasing wildfire threats, the focus will be on improving pre-planning, collaborating with partners, and upgrading equipment, PPE, and vehicles.

Additionally, recognising water availability challenges during droughts, the Service will develop a comprehensive plan for moving water to critical areas. This will include pre-planning, raising awareness, and ensuring efficient water transport to support firefighting efforts during environmental emergencies.

These initiatives aim to enhance community safety and resilience countywide.

# #2

### **Priority 3 Meeting the challenges of climate change and expansion in Shrewsbury**

To address the increasing risks posed by flooding and the growing demand in Shrewsbury, we will explore relocating a fire appliance to the west of Shrewsbury during periods of extreme weather which may lead to key roads becoming impassable.

By positioning resources closer to the expanding areas west of Shrewsbury during these periods, the Service can improve response times and better manage flood risks.





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## **KEY PRIORITIES:** **OPERATIONAL EXCELLENCE.**

**Improving Response is at the core of the Service's vision, and these proposals are aimed at refining the Service's ability to conduct rescue operations from height and confined spaces.**

Additionally, this includes meeting the challenges posed by new energy systems, ensuring that staff are trained and equipped to manage incidents involving electric vehicles, battery storage, and solar farms.



### **Priority 4** **Introduction of a rescue from height and confined space capability**

To further reduce the risk to the public, we will introduce enhanced capabilities for rescuing individuals from height and confined spaces.

This initiative aims to significantly improve our response and operational effectiveness in such challenging rescue scenarios. By developing specialised skills and acquiring advanced equipment, we can ensure a more efficient and safe response in environments that are typically difficult to navigate.

The benefits of this proposal include enhanced safety for both rescue personnel and the public, and a strengthened ability to manage incidents involving high-risk environments more effectively.



**Priority 5**  
**Introduction of an operational capability to manage the risk from stored energy systems.**

We will advance our capabilities to effectively manage the risks associated with stored energy, which are increasingly found in consumer electronics, domestic and commercial batteries and electric vehicles.

This initiative is a proactive response to the unique hazards these batteries pose, such as intense fires and explosions due to thermal runaway. We are developing specialised operational procedures to manage such incidents, enhancing our safety protocols and training for firefighters.

This commitment not only addresses the emerging risks but also ensures our strategies evolve with the technological landscape to maintain community safety.



**Priority 6**  
**Introducing a new attendance standard, to align with the HMICFRS and other Services.**

We will establish distinct standards for both call handling and mobilisation times to enhance transparency and accountability. This will create a clear benchmark for measuring performance, ensuring that every stage of the response cycle, from “receipt of a call” to “arrival at the scene,” is tracked and optimised.

By setting specific standards for these stages, the Service can better identify areas for improvement, manage public expectations, and ensure that resources are allocated effectively. This proposal would also align with the national move to clarify emergency response times and responsibilities, supporting consistent and efficient service delivery.



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## PROPOSALS: **OPERATIONAL EXCELLENCE.**

**The strategic aerial appliance capability will be reviewed to ensure the Service can effectively manage high-rise incidents and maintain compliance with modern safety standards.**



### **Priority 7 Strategic Aerial Appliance Capability**

To address the evolving risk profile within Shropshire, particularly for rescues, working at height, and water capability, it is proposed that the Service conduct a comprehensive review of its strategic aerial provision.

This review will assess the current usage and capabilities of the two aerial appliances, ensuring they align with both societal changes and the recommendations from the Grenfell Tower Inquiry.

Given the low frequency of simultaneous deployments and the challenges posed by their size, the review will explore options for more flexible, modern solutions that enhance overall response effectiveness, including potential upgrades or changes to appliance types and placement across the county.

# HOW WE WILL DELIVER THE CRMP 2025-28.

**We will deliver the CRMP for 2025-2028 under the Chief Fire Officer's clear vision, focusing on Operational Excellence, Culture, Continuous Improvement, One Team Ethos, Shared Responsibility, Leadership, and Accountability.**

Our Enabling Services play a vital role in implementing this strategy. The specialist skills and expertise within these teams are crucial for delivering our prevention, protection, and response functions, aligning with the priorities set out in the strategy. We are harnessing the expertise and resources from all our teams to tackle specific areas that are pivotal in achieving our objectives.

Incorporating the recommendations from the recent, "Culture and Values Review", along with the principles of the workplace charter, is a significant step in our journey. These elements will guide us in fostering an inclusive and dynamic work environment, enhancing our service delivery.

Throughout the duration of this CRMP, we will undergo inspections by the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The insights gained from these inspections will be instrumental in identifying areas for improvement, which will then be integrated into our approach to delivering this plan.

Our proposals and improvements will be intricately woven into the Service's strategic plans, ensuring alignment with our goals of operational excellence and continuous improvement. These integrated strategies will enhance our service delivery, responding effectively to community needs and future challenges, underpinned by a culture of accountability and shared responsibility.



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# **HOW WE PLAN TO DELIVER THE CRMP 2025-28.**

## **STRATEGIC PLANNING PROCESS 2025-28**

# COMMUNITY RISK MANAGEMENT PLAN

(CRMP)  
3 years

**MEDIUM TERM FINANCIAL PLAN**  
(MTFP) (includes Capital Strategy and Reserves Strategy)  
3 years

## SERVICE STRATEGIES

**3 YEAR SERVICE PLAN**  
Strategic goals

## ANNUAL PLAN

Includes performance indicators and priorities

### DEPARTMENTAL PLANS

Includes contribution to performance indicators, priorities and objectives and areas for improvement

### DEPARTMENTAL STATEMENTS OF ASSURANCE

Key controls, Internal Control Improvements, Departmental Risk, Areas identified for improvement.

### TEAM PLANS

Managed through 1-1s and IPDRs

### STATEMENT OF ACCOUNTS

### ANNUAL GOVERNANCE STATEMENT

## ANNUAL REVIEW

Reviews previous year's performance (Annual Statement of Assurance)



**Shropshire**  
Fire and Rescue Service

# HOW WE WILL EVALUATE THE CRMP 2025-28.

**To evaluate the effectiveness of our Plan throughout its duration, we will implement a robust evaluation framework fully aligned with the NFCC Evaluation Framework and our strategic objectives.**

This alignment ensures that our strategies are underpinned by a dynamic delivery plan, subject to annual review and updates, which allows for continued relevance and adaptability to the evolving needs of our communities.

Our performance management arrangements, consistent with the NFCC's principles, are designed to ensure a focus on delivering positive outcomes for Shropshire and its communities.

Engagement and understanding of our strategy at all organisational levels are pivotal. Through alignment with the NFCC's evaluation methodology, we ensure that all stakeholders are actively involved in the development and execution of our strategy and delivery plan.

This approach fosters a cohesive, informed, and collaborative workforce dedicated to achieving our objectives.





### **Annual review**

We will conduct an annual review of our CRMP, risk analysis, and strategic priorities to verify we are meeting our objectives. To facilitate this and ensure our plans are mitigating risks effectively, we will employ several forums to oversee our progress:

#### **Senior Service Management Team Meetings:**

At these meetings, we will present our progress and initiate actions necessary to fulfil our CRMP objectives.

#### **Performance Management Framework:**

This framework will establish critical performance indicators that we will report on a quarterly basis to the Fire Authority.

#### **Annual Risk Review and Planning Cycle**

This will evaluate the impact of our strategic priorities on managing risk.

#### **Programme Board:**

Tasked with tracking the advancement of our various projects, ensuring they align with our overall strategic goals.

**Equality, Diversity, and Inclusion Steering Group:** This group will guarantee that our initiatives do not negatively impact our staff or the public, maintaining our commitment to inclusivity.

#### **Operational Audits:**

We conduct these audits at our fire stations to assess their efficiency and determine any support needs, ensuring operational standards are upheld consistently.

# COMMUNITY RISK MANAGEMENT PLAN

2025-28



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