



Annual Review 2025-26



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

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.

Foreword from Chief Fire Officer Simon Hardiman

Throughout 2025/26, Shropshire Fire and Rescue Service has continued to work closely with our staff, Members and partner organisations to support and protect our communities. Together, we have delivered our full range of statutory services – from answering emergency calls and mobilising crews, to responding to incidents across the county, carrying out fire safety work in homes, and ensuring businesses meet fire safety regulations.

This work is only possible because of the dedication and professionalism of our people. Whether on the frontline, supporting operations, or working in areas such as ICT and health and wellbeing, every part of the organisation plays a vital role in keeping Shropshire safe and responding when it matters most.

Behind this, we have maintained strong leadership and governance, managed our finances responsibly, and continued to invest in our workforce and the tools they need. This has enabled us to meet the challenges of the past year while ensuring we are well prepared for those ahead.



Chief Fire Officer Simon Hardiman and Chair Cllr David Minnery

CRMP 2025/26

What is the Community Risk Management Plan?

Every Fire and Rescue Authority is required to produce a Community Risk Management Plan (CRMP). The plan looks at all the foreseeable risks that could affect our communities and sets out how we intend to reduce or manage them.

Some of these risks are the ones traditionally associated with the Fire and Rescue Service, such as house fires, road traffic collisions and chemical spills. Others are less common but no less serious, including wide-area flooding, terrorist attacks and building collapse.

We understand the impact these emergencies have on people's lives in Shropshire. Our aim, wherever possible, is to prevent them from happening in the first place. We do this by educating and supporting people who need our help, and by enforcing fire safety law. When emergencies do happen, we respond as quickly as we can. The CRMP explains the most significant risks to the people of Shropshire and how we plan to manage them with the resources available to us.

<https://www.shropshirefire.gov.uk/about-us/community-risk-management-plan-2025-2028/>

Our seven priorities

Our analysis identified seven key priorities to take forward over the life of the plan:

1. Adopting the National Fire Chiefs Council (NFCC) approach to tackling house fires, supported by greater use of data,
2. Introducing an operational capability to manage the risks posed by climate change.
3. Meeting the challenges of climate change and continued growth in Shrewsbury.
4. Introducing a capability for rescues from height and from confined spaces.
5. Introducing a capability to manage the risks from stored energy systems, such as battery storage.
6. Introducing a new attendance standard, aligned with His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and other services.
7. Developing a strategic aerial appliance capability.

The current CRMP was published in 2025 and runs for three years, to 2028. It is supported by our Service Plan, which explains how we intend to meet our goals, make decisions, allocate resources, and remain a resilient and effective organisation.

Why we review the plan each year

Good practice is to review the CRMP annually. This gives us the opportunity to check our progress against the priorities, and to make sure that any new or emerging risks are taken into account throughout the life of the plan.

Our progress in the first year

During the first 12 months, much of our work has focused on Priority 3 – meeting the challenges of climate change and growth in Shrewsbury.

We have put immediate arrangements in place so that we can continue to respond effectively in the Shrewsbury area during periods of flooding, while also reviewing how well our current arrangements meet both today's risks and those we expect in the future. As part of this, we have reached an agreement with an external agency to use part of their site as a temporary fire station when needed. This allows us to maintain our response standard to incidents in the west of the town. We will continue to use data to identify further measures to manage this risk, while making sure we deliver value for money.

To deepen our understanding of risk across the county, we have produced a Strategic Assessment of Risk. Work also continues to develop 23 unified station profiles, which will give a clear local picture of risk for each of our station areas.

Alongside this, we have begun work – which will continue into 2026/27 – to review our current capability in a number of important areas:

- Aerial provision
- Water and flooding response
- Confined space and rescues from height
- Wildfire
- Battery storage
- Our strategy for preventing dwelling fires

The outcomes of these reviews will shape what we need in the future, so that we can continue to make sure the right people are in the right place, with the right tools, to manage risk to both the public and our firefighters.





Equality, Diversity & Inclusion

Over the last year, we have continued to build a more inclusive and supportive culture where colleagues feel valued, listened to, and able to contribute meaningfully to the Service. The Culture Transformation Programme has been a key focus throughout 2025/26, beginning with structured staff workshops and engagement activity to understand colleague experiences across the Service. This insight informed the development of a learning report, capturing key themes, strengths, and areas for improvement, which has shaped the next phase of activity and priorities.

Building on this, we have delivered Managers' Days to strengthen communication across the Service, build confidence and support managers in promoting a positive culture. This has been complemented by the introduction of action learning sets to provide ongoing peer support and development for managers. A Culture Working Group has also been established to maintain momentum, track progress and provide a clear route for colleagues to shape and influence ongoing improvements, ensuring a consistent and joined-up approach to embedding positive cultural change.

The Voices Groups remains a key part of how we engage with staff and support inclusion across the Service. They have continued to provide meaningful feedback on proposed changes, host Lunch and Learn sessions, and offer peer support and guidance to colleagues. This year, we strengthened this network with the introduction of the Neurodiversity Voices Representatives, which held a session in March focusing on ADHD, this included guest speakers from the police, search and rescue and a neurodiversity consultant, helping to build awareness and understanding across the Service.

We marked International Women's Day by raising money for charity with our "Make and Bake" sale and by hosting a tri-service event alongside the police, ambulance service, and Hereford & Worcester FRS. The tri-service event brought colleagues together with workshops from each service including team building, search in a smoke house, demonstrations by police dogs and equipment. We've also seen continued strong engagement with the Women in the Fire Service development programme, with participants benefiting from a range of development opportunities, at this event.

We have continued to take steps to widen participation and support inclusive recruitment. This has included delivering on-call taster sessions aimed at reaching individuals who may not have previously considered a role in the fire service, alongside attending community events, careers fairs and working with local groups to improve our reach across Shropshire and Telford and Wrekin.

A range of Equality, Diversity and Inclusion training has been delivered over the year, including sessions on dyslexia/neurodiversity awareness, Equality Impact Assessments, Safeguarding for Recruitment and the Equality Act. In addition, we have ensured we remains aligned with legislative requirements by updating Brigade Orders ahead of the Employment Rights Act 2025 changes. This includes strengthened arrangements for preventing harassment and sexual harassment, supported by targeted training to ensure colleagues understand expectations and standards of behaviour.

We have continued to make progress against the Equality Action Plan, supported by regular EDI Steering Group oversight, ensuring continued focus and accountability across all areas of delivery.



HMICFRS Activity 2025/26:

During 2025/26, Shropshire Fire and Rescue Service has continued to prioritise improvement in response to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) findings, with a particular focus on culture, governance, and organisational effectiveness.

Shropshire
Fire and Rescue Service

MAKING SHROPSHIRE SAFER

HMICFRS2024

Results

Good

- Understanding fires and other risks

Adequate

- Preventing fires and other risks
- Responding to major and multi-agency incidents
- Responding to fires and other emergencies

Inadequate

- Making best of resources

Requires Improvement

- Protecting the public through fire regulations
- Future affordability
- Promoting the right values and culture
- Getting the right people with the right skills
- Ensuring fairness and promoting diversity
- Managing performance and developing leaders

“ We accept the findings of inspection and recognise there are a lot of areas to improve. There are some clear areas for us to work on including confidence that needs to be built into our processes and leadership. We will work with you to improve these areas and recognise the work our staff continue to do to ensure we make Shropshire safer. ”

CFO Simon Hardiman

For more information and to view the full report, visit: the HMICFRS Portal page

Standards of Behaviour Report (National Review):

In 2024, HMICFRS published a national report into standards of behaviour across the fire and rescue sector. The findings were based on evidence gathered from a range of services and were not specific to Shropshire Fire and Rescue Service.

During 2025/26, the Service has taken proactive steps to assess its position against the report's recommendations and strengthen its approach to organisational culture and professional standards. Strong progress has been achieved, with 13 of the 14 recommendations now completed or substantially progressed.

This has included:

- Strengthening policies and procedures relating to bullying, harassment, and discrimination
- Enhancing confidential reporting routes and support mechanisms for staff
- Reinforcing leadership expectations through values-based training and development
- Improving oversight and governance of professional standards and misconduct processes
- Increasing engagement with staff networks and representative groups to support inclusion

These actions have contributed to improved transparency, clearer behavioural expectations, and increased confidence in the systems available to raise concerns. The Service recognises that cultural improvement is ongoing and continues to embed these changes through leadership visibility, communication, and structured assurance.

Cause of Concern Revisit (2025):

Following the Cause of Concern identified during the 2024 inspection in relation to resource management, financial controls, and internal governance, HMICFRS revisited the Service in 2025 to assess progress.

The Cause of Concern highlighted weaknesses in:

- Strategic oversight and governance arrangements
- Performance and project management, including delivery of key programmes
- Workforce planning and alignment of resources to risk
- Financial management and the robustness of internal controls

HMICFRS issued recommendations requiring the Service to strengthen governance frameworks, improve performance oversight, and ensure resources are effectively aligned to risk.

During 2025/26, the Service has continued to deliver against a structured action plan, with progress including:

- Establishing clearer governance structures with defined roles, responsibilities, and reporting lines
- Embedding enhanced performance management arrangements and oversight of key projects and programmes
- Strengthening financial oversight and internal controls
- Advancing workforce planning to better align resources with identified risks
- Increasing senior leadership scrutiny of organisational performance

The 2025 revisit provided HMICFRS with evidence of progress and a clear trajectory of improvement. While further work remains to fully embed these changes, the Service has demonstrated a sustained commitment to addressing the underlying issues identified.

OUTSTANDING

GOOD

ADEQUATE

REQUIRES IMPROVEMENT

INADEQUATE

Understanding the risk of fire and other emergencies

Preventing fires and other risks

Protecting the public through fire regulation

Making best use of resources

Responding to fires and other emergencies

Making the FRS affordable now and in the future

Responding to major and multi-agency incidents

Promoting the right values and culture

Getting the right people with the right skills

Ensuring fairness and promoting diversity

Managing performance and developing leaders

Public Transparency and Engagement:

During 2025/26, the Service has also strengthened its approach to transparency and public accountability in relation to HMICFRS improvement activity. Recognising the importance of maintaining public confidence, the Service has developed and published dedicated updates on its website outlining progress against HMICFRS findings, including Areas for Improvement and the Cause of Concern action plan.

This approach provides clear, accessible information to the public on the actions being taken, progress achieved, and areas where further work is ongoing. It supports greater openness in how the Service responds to inspection findings and demonstrates a commitment to being accountable to the communities it serves.

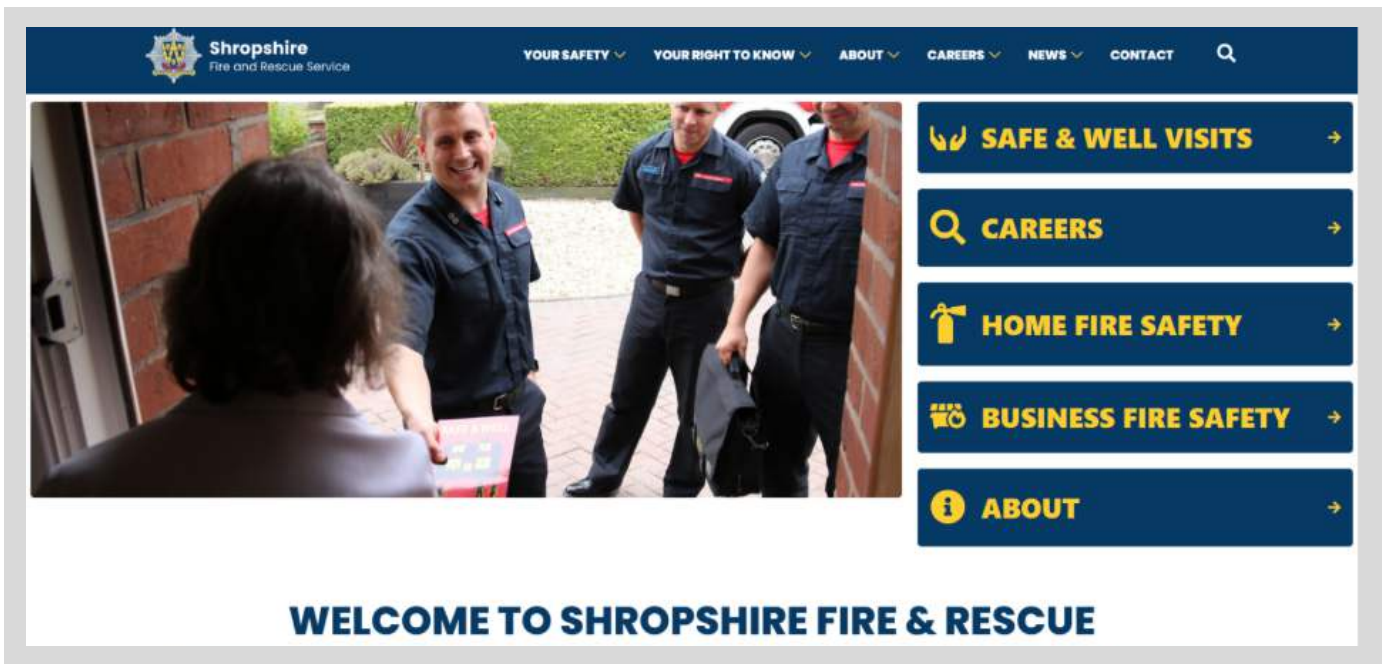
The introduction of regular online updates has enhanced engagement by ensuring that progress is visible, evidence-based, and easy to understand. This has complemented internal assurance processes and strengthened the Service's ability to communicate improvements more clearly, both to the public and to stakeholders, including Fire Authority members.

Summary:

Throughout 2025/26, the Service has maintained a strong focus on responding to HMICFRS findings. Progress against the 2024 national Standards of Behaviour report and continued delivery against the Cause of Concern action plan demonstrate clear and sustained organisational improvement in culture, governance, and performance.



A look back



The Service launched a new website on February 18th 2026. The new site was fully accessible- meeting all government standards and gave a new look and feel.



A Major Incident was declared in Whitchurch following the collapse of a canal bank which left several boats beached and a number of residents unable to get into their homes. The Service quickly evacuated those living on the barges and gave them a safe space at the local fire station while we dealt with the incident.



In November the Service launched an electrical fire safety campaign reaching thousands of members of the public with important safety messages around the use of tumble dryers and washing machines as well as registering appliances.



Our prevention Team ran a large water safety Campaign with the community at its heart- teaching resident show to use the throw lines if someone is in danger and how to 'float to live' if you yourself are in distress in the water.



Firefighter Emily- Jayne walked more than 100,000 miles, from Minehead in Somerset to South Haven Point in Dorset, and raised nearly £4,000 for The Fire Fighters Charity, The Veterans Foundation and The South West Coast Path Association.



We were incredibly proud of Wellington on call Firefighter Matt Wilson, who helped save a man's life while off duty at a cricket match at the weekend. Matt had been watching his son play when a player from the other team collapsed. His quick actions and use of Wellington Cricket Club's defib meant that the man is now on his way to recovery!



The Service took part in a large scale multiagency exercise at Sleape Airfield, working with our partners at West Mercia Police and West Midlands Ambulance Service



A Team from SFRS entered the National Breathing Apparatus Competition (NBAC). Competing in the competition is a formidable challenge, demanding not only technical expertise but also seamless teamwork and the ability to perform under intense pressure. Not only did they get the highest grade of Gold for their efforts, Watch Manager Jordan Bixley placed 3rd in the Incident Command category. Their performance reflects the high standards maintained by the fire service and highlights the critical skills firefighters bring to their communities every day.



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 17 members who make up the full Fire Authority, which is supported by a three committee structure formed of a Strategy and Resources Committee, an Audit and Standards Committee, and a Performance and Scrutiny 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](#).

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 by 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 2025/26 are:

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

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 **MAKING SHROPSHIRE SAFER**

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

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

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.

FIRE BRIGADES UNION **SHROPSHIRE FIRE AND RESCUE SERVICE** **UNISON**

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.

To support continual cultural improvement, the Service has embarked on a Culture Transformation Programme during 2025/26 and this work will continue in future years, with the aim being to make Shropshire Fire and Rescue Service a place where people feel safe and able to thrive in their work.



The Risks We Face

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

Our collaborative approach has continued to develop beyond the Fire Alliance with Hereford and Worcester Fire and Rescue Service. During 2025/26, the Service has progressed its new Command and Control system through the Integrated Fire Control Collaboration, working with Hereford and Worcester, Durham and Darlington, and Cleveland fire and rescue services. This collaboration provides a shared control room operating platform while allowing each Service to maintain its own operational independence.

The new system is designed to strengthen resilience, improve operational coordination, support more effective mobilising, and provide additional capacity between partner control rooms during periods of high demand. Locally, this is supported by significant investment in the new Fire Control Suite and serious incident room at Telford, designed as a multi-agency hub to support command, coordination and joint working during complex incidents. This facility will allow the Service to work more effectively with partners, test and exercise multi-agency arrangements, and strengthen business continuity and operational assurance.

The Service has also started its new training facilities project, which will modernise and improve the quality, accessibility and suitability of training environments. This work is aligned to our current and future operational risk profile and will support more realistic training across areas such as incident command, breathing apparatus, technical rescue and other risk-critical skills. It also supports the wider aim of ensuring our people have the right facilities, equipment and learning environment to train safely and effectively.

Environmental and Emerging Risks

The Service continues to adapt to a changing risk profile, including the increasing frequency and severity of adverse weather events. Flooding along the River Severn remains a significant local risk, alongside wider climate-related impacts such as periods of extreme heat, wildfire and moorland fire risk, and disruption to communities, infrastructure and the environment.

Our approach includes continued investment in operational preparedness, water and flood capability planning, and learning from incidents and exercises. We have also established a dedicated contaminants working group to coordinate activity around firefighter exposure, decontamination, PPE, training, station routines and facility improvements. This provides a more structured and consistent approach to managing contamination risk and supports our wider commitment to firefighter health, safety and welfare.

The work on contaminants is also being linked to our training facilities project, ensuring that future facilities support safer training environments, improved decontamination arrangements and better long-term health protection for staff. This helps ensure that our response to emerging risks considers not only community impact, but also the safety and resilience of our workforce.

Risk Registers and Partnership Working

Risks addressed by the Service, in collaboration with partners, continue to be recorded and considered through local, regional and national risk arrangements. This includes active engagement with the West Mercia Local Resilience Forum, which brings together emergency services, local authorities, health, utilities, voluntary sector partners and other responder agencies to support emergency preparedness, planning, response and recovery.

Current LRF collaboration remains an important part of the Service's approach to civil contingencies, including wide area flooding, power outage planning, community resilience, warning and informing arrangements, and multi-agency exercising. The new Telford-based Fire Control and serious incident facility will further support this approach by providing a modern hub for coordination, shared situational awareness and multi-agency working during significant incidents.

This approach strengthens our ability to understand emerging threats, test preparedness, share learning, and maintain effective multi-agency arrangements for incidents that require a coordinated response. It also supports our wider commitment to partnership working, operational resilience and making Shropshire safer.

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

Annual Plan 2025/26: Strategic Priorities and Progress

The Annual Plan for 2025/26 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 and international conflicts.

Key Priorities for 2025/26:

- **Implement Structural Review:** Identify resources that will support delivery of Service Goals, CRMP and HMICFRS Recommendations.
- **Develop and introduce Person Centric Safe and Well Application:** This will assist in identifying and working with the most vulnerable members of our communities.
- **Grenfell Tower recommendations:** Continue to implement and embed recommendations from Grenfell Tower Phase 1 and Phase 2 Inquiries.
- **Organisational Assurance:** Develop and implement a quality assurance strategy that supports continual improvement.
- **Data:** Review and implement a more robust approach to the provision of people data, reporting and intelligence, to support effective workforce planning.
- **Training Facilities:** Undertake a review of the corporate training facilities to determine the current and future needs of the Service.
- **Corporate Performance Indicators:** Develop a suite of corporate performance indicators to support measurement of progress against the Service Plan and performance management.
- **Fire Alliance Collaboration:** Continue to strengthen capacity and resilience through our alliance working with partners, with a major focus on implementing a new Command and Control system within Fire Control.
- **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.
- **People and Culture:** Develop the Service's culture to become the employer of choice, guided by the People Strategy and an independent cultural review.



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 2025/26 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 2025–2028, which are outlined in the Service Plan and the CRMP.

Below is the updated performance information for 2025/26.

Performance Indicators

This section provides an overview of how Shropshire Fire and Rescue Service performed during 2025/26 across the activities that matter most to the communities it serves.

The measures presented throughout this review cover the Service's core areas of Prevention, Protection and Response, alongside indicators relating to workforce capability, firefighter competence and organisational resilience. Together, they provide a balanced picture of how effectively the Service is reducing risk, responding to emergencies and supporting safer communities across Shropshire.

While statistics help demonstrate performance, they tell only part of the story. Behind every measure are the actions of firefighters, fire control personnel, support staff and partners working together to prevent emergencies, protect vulnerable people, respond to incidents and continually improve the services provided to the public.

The indicators also help the Service understand emerging risks, identify areas for improvement and ensure resources remain focused where they can deliver the greatest benefit to communities. Throughout this review, each measure explains not only what happened during the year, but why it matters and how it contributes to keeping Shropshire safe.

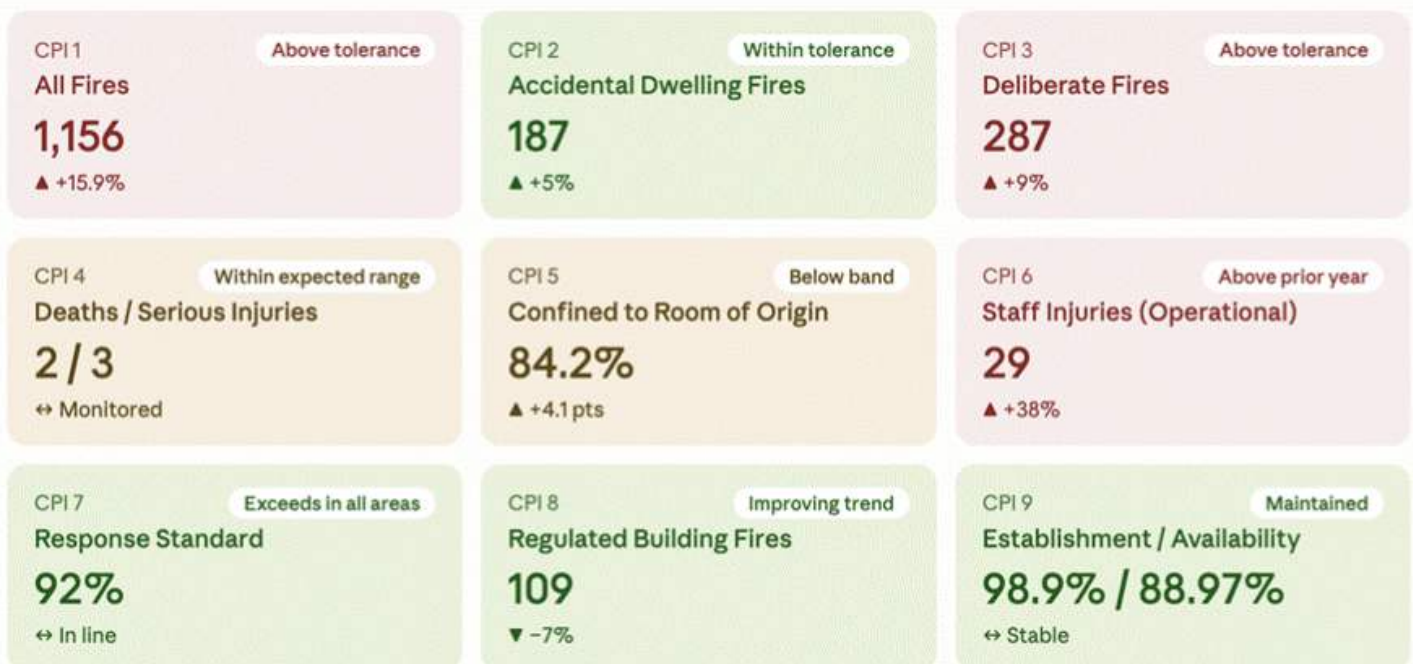
The measures included within this review are:

- All Fires
- Accidental Dwelling Fires
- Deliberate Fires
- Fire-Related Deaths and Serious Injuries
- Fires Confined to Room of Origin
- Injuries Sustained Through Operational Activity
- Response Standard
- Fires in Regulated Buildings
- Establishment, Diversity and Firefighter Competence

Information relating to On-Call Availability is also included due to its significant contribution to operational resilience and emergency response across the county.

Performance at a Glance

The summary below provides an overview of performance across the Service’s key measures during 2025/26.



Taken together, the results demonstrate a year in which operational demand increased, largely reflecting national trends and changing environmental conditions, while the Service continued to deliver strong emergency response performance and maintain effective prevention and protection activity.

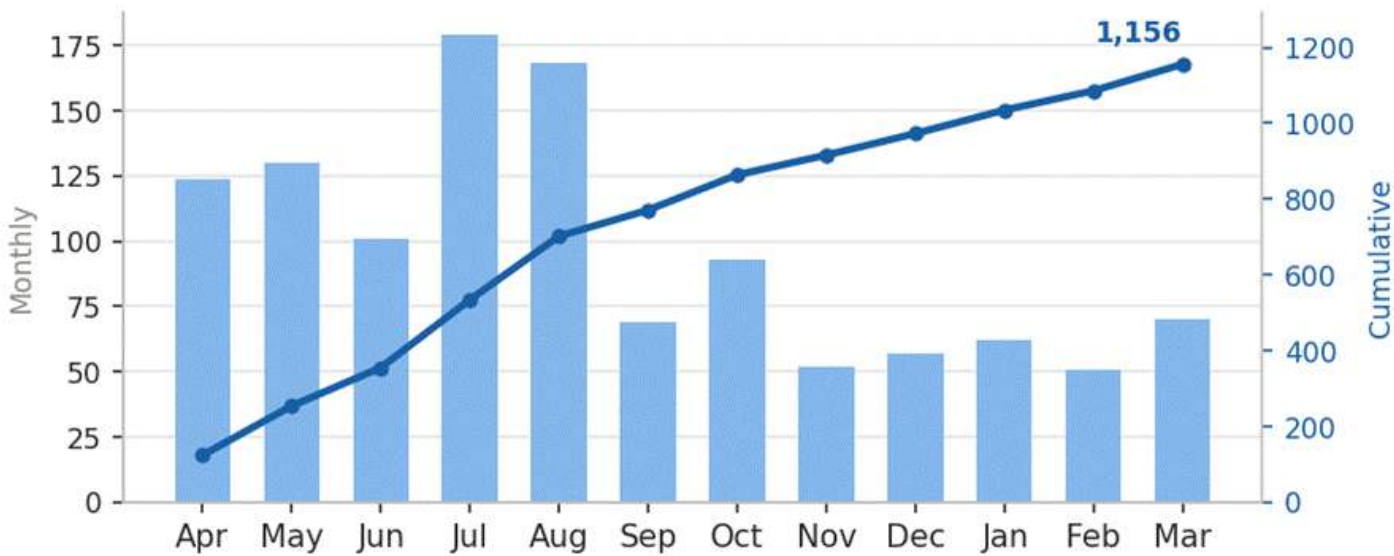
There were several positive outcomes during the year. Response standards remained consistently strong across urban, town and rural communities, fires in regulated buildings continued to reduce, on-call availability improved and operational competence remained high. Home fire safety activity and community engagement also continued to support safer outcomes for residents across Shropshire.

The year also highlighted areas requiring continued attention. Increases in overall fire activity, deliberate fires and injuries sustained during operational activity reinforce the importance of maintaining a learning culture, investing in workforce safety and working closely with partners to address emerging risks.

Overall, the results provide assurance that the Service remains well positioned to protect communities, respond to emergencies and adapt to the changing risks faced by the people, businesses and visitors of Shropshire.

CPI 1 – All Fires

All fires 1,156	Target 995	Variance +16.2%	vs last year +15.9%	Status Above tolerance
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Monthly fires (bars) and the cumulative total reaching 1,156 (line)

This indicator measures the total number of fires attended by the Service and provides an overall picture of operational demand across Shropshire. It includes fires involving homes, businesses, vehicles, outdoor spaces and the natural environment.

During 2025/26, firefighters attended 1,156 fires. This represented an increase compared with the previous year and reflected a broader national trend, with warmer and drier weather contributing to higher numbers of grassland and outdoor fires throughout the summer months.

While demand increased, crews continued to provide an effective emergency response across the county. Prevention campaigns, seasonal safety messaging and wildfire preparedness activities helped support community awareness and resilience during periods of heightened risk.

The year demonstrates the importance of maintaining a flexible and resilient emergency service capable of responding to changing risks and increasing operational demand.

CPI 2 – Accidental Dwelling Fires

Accidental dwelling fires 187	Target 179	Variance +4.5%	vs last year +5%	Status Within tolerance
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Monthly accidental dwelling fires (bars) and cumulative total of 187 (line)

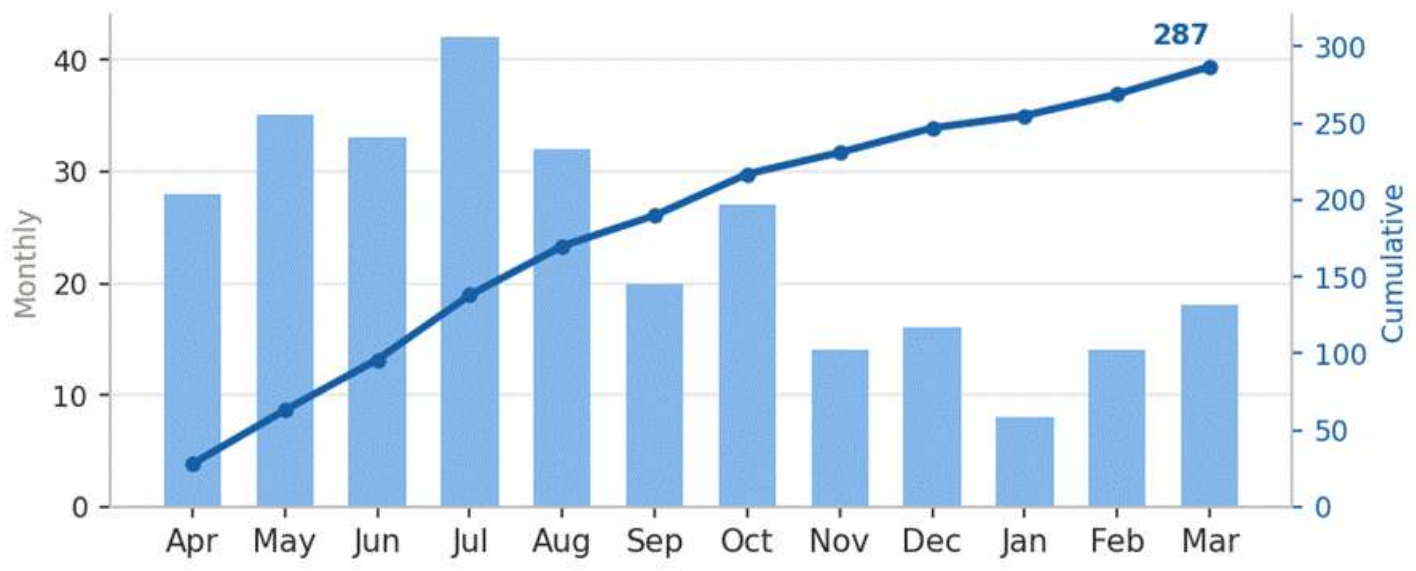
This indicator measures fires that occur accidentally within people’s homes. It is one of the most important measures of community safety because it directly reflects the risk that fire poses to residents and families.

The Service attended 187 accidental dwelling fires during the year. Although every fire has the potential to cause significant harm, most incidents were successfully contained and did not spread beyond the room where they started. Smoke alarms were present in the vast majority of affected properties, helping to provide early warning and support safer outcomes.

Home Fire Safety activity continues to focus on those most vulnerable to fire, ensuring prevention resources are targeted where they can have the greatest impact. The results demonstrate the ongoing value of education, engagement and early intervention in helping to keep people safe in their homes

CPI 3 – Deliberate Fires

Deliberate fires 287	Target 259	Variance +10.8%	vs last year +9%	Status Above tolerance
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Monthly deliberate fires (bars) and cumulative total of 287 (line)

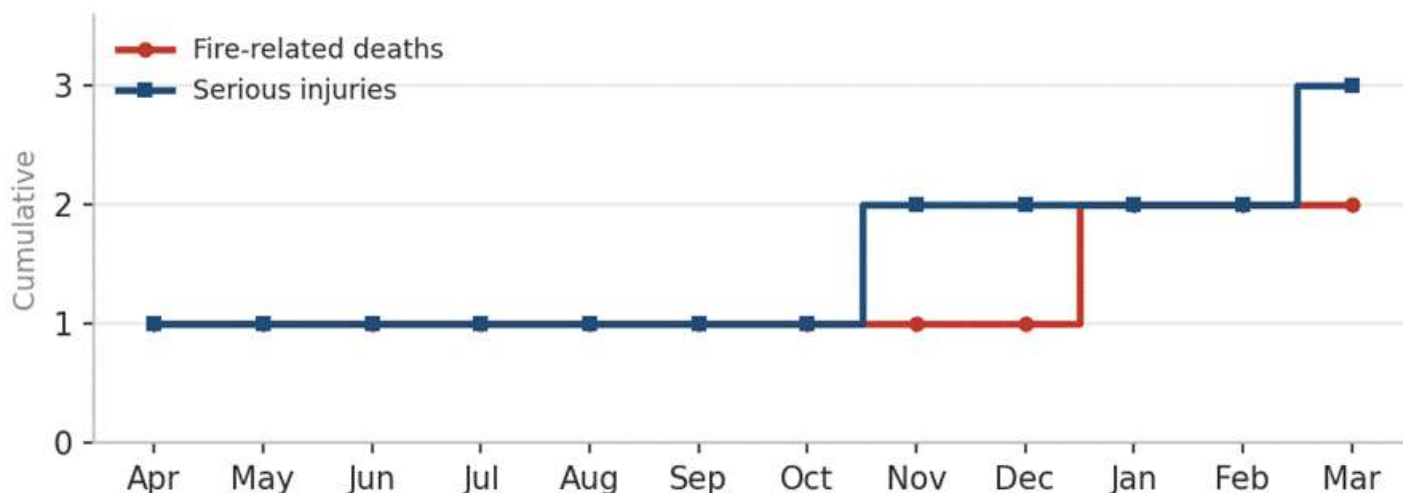
This indicator measures fires that are believed to have been started deliberately. Such incidents can place communities, businesses, emergency responders and the environment at unnecessary risk and often require close partnership working to address underlying causes.

During 2025/26, the Service attended 287 deliberate fires. Although this represented an increase compared with the previous year, the majority of the increase occurred during the first half of the reporting period. Joint work with partners helped reduce incidents during the latter part of the year.

The Service continues to work closely with police, local authorities and community partners to identify emerging trends, share intelligence and deliver targeted interventions. This collaborative approach remains an important part of reducing anti-social behaviour and improving community safety across Shropshire.

CPI 4 – Fire-Related Deaths and Serious Injuries

Fire-related deaths 2	Serious injuries 3	Last quarter 1 + 1	Status Monitored
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Cumulative fire-related deaths and serious injuries across the year

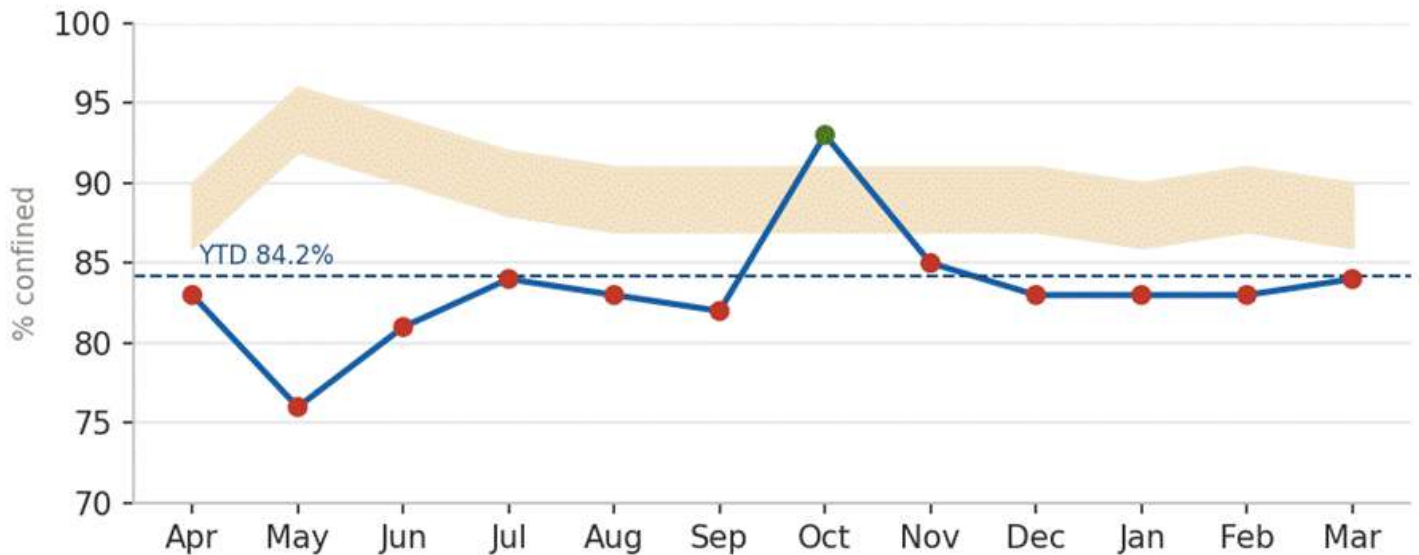
This indicator measures the most serious consequences of fire, recording the number of fire-related fatalities and serious injuries attended by the Service.

During 2025/26, there were two fire-related fatalities and three serious injuries. Behind each figure is a significant impact on individuals, families, communities and emergency responders.

Every incident is subject to detailed review to identify learning opportunities and strengthen future prevention activity. The findings continue to reinforce the importance of targeted support for vulnerable residents and the ongoing delivery of risk-based prevention initiatives designed to reduce harm from fire.

CPI 5 – Fires Confined to Room of Origin

Confined (cumulative) 84.2%	Tolerance ±2% band	Not confined 15.8%	vs last year +4.1 pts	Status Marginally below
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Monthly performance against the tolerance band; green points within band, red below

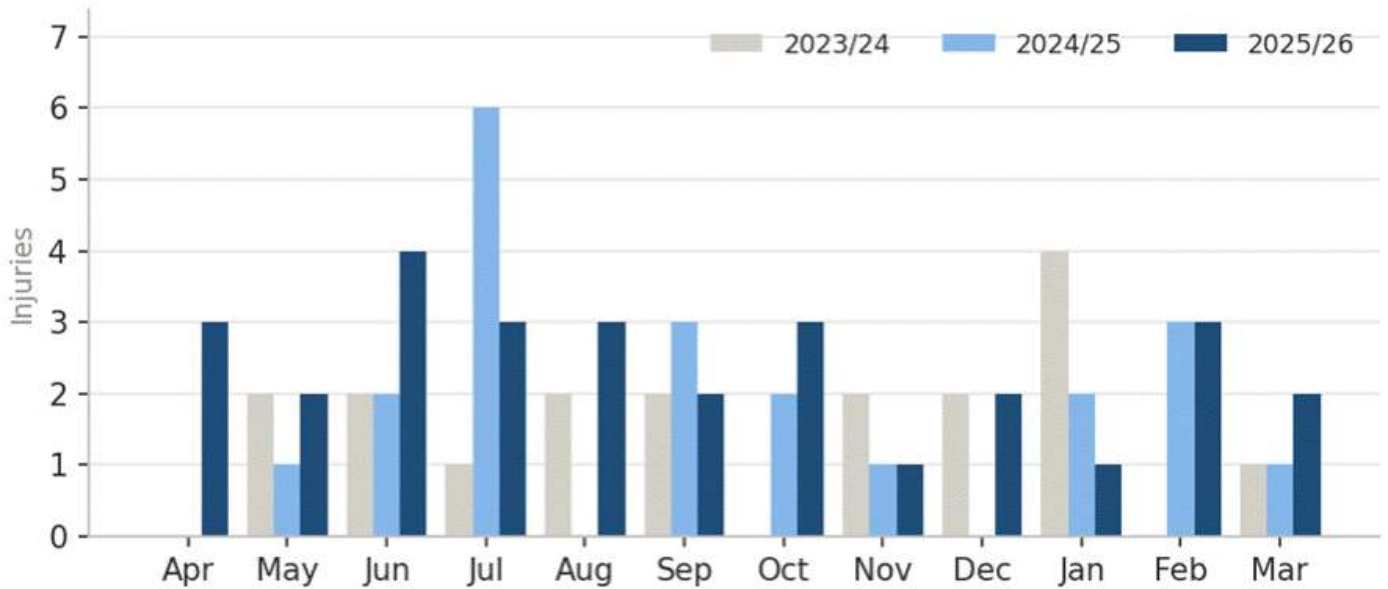
This indicator measures the proportion of fires that are successfully contained within the room where they start. It is an important measure because it reflects the combined effectiveness of prevention, protection and emergency response activities.

During the year, more than four out of five fires were confined to the room of origin. This represents an improvement compared with the previous year and demonstrates the positive impact of smoke detection systems, building fire safety measures, public awareness and effective firefighting intervention.

Limiting the spread of fire helps reduce damage to property, lowers the risk to occupants and firefighters, and minimises disruption to businesses and communities. The improvement seen during the year provides positive assurance that the Service's integrated approach to community safety is delivering results.

CPI 6 – Injuries Sustained to Staff Through Operational Activity

Injuries (2025/26) 29	RIDDOR reportable 2	Prior year 21	vs last year +38%	Status Above prior year
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Monthly staff injuries from operational activity over three years

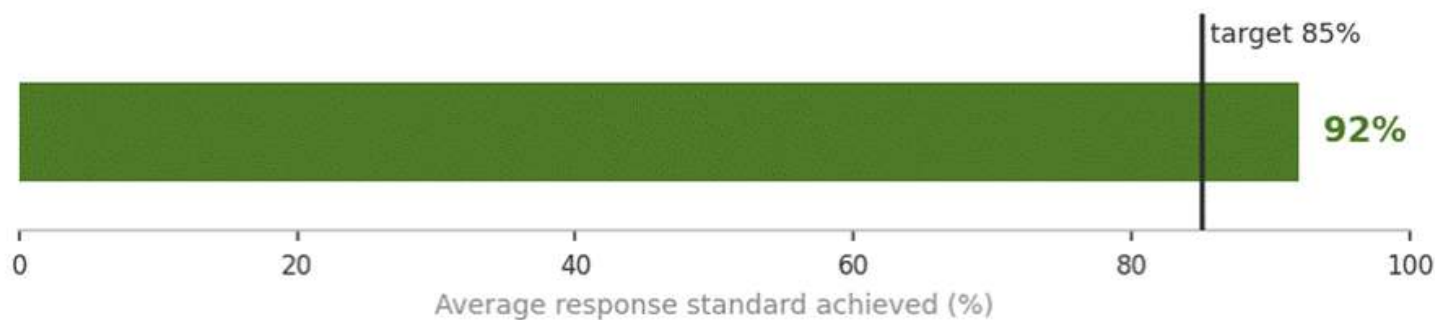
This indicator measures injuries sustained by firefighters and other operational personnel while carrying out emergency response activities. It helps the Service understand operational risk and ensure the health, safety and wellbeing of its workforce remain a priority.

During 2025/26, 29 operational injuries were recorded. Firefighting and rescue work is inherently demanding and can expose personnel to challenging and unpredictable environments.

Every injury is reviewed to identify opportunities for learning and improvement. The Service continues to invest in training, equipment, operational procedures and wellbeing support to ensure personnel can carry out their duties safely and effectively while protecting communities across Shropshire.

CPI 7 – Response Standard

Average response standard 92%	Aspiration 85%	vs last year In line	Status Exceeds in all 3 areas
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Average response standard achieved against the 85% aspiration

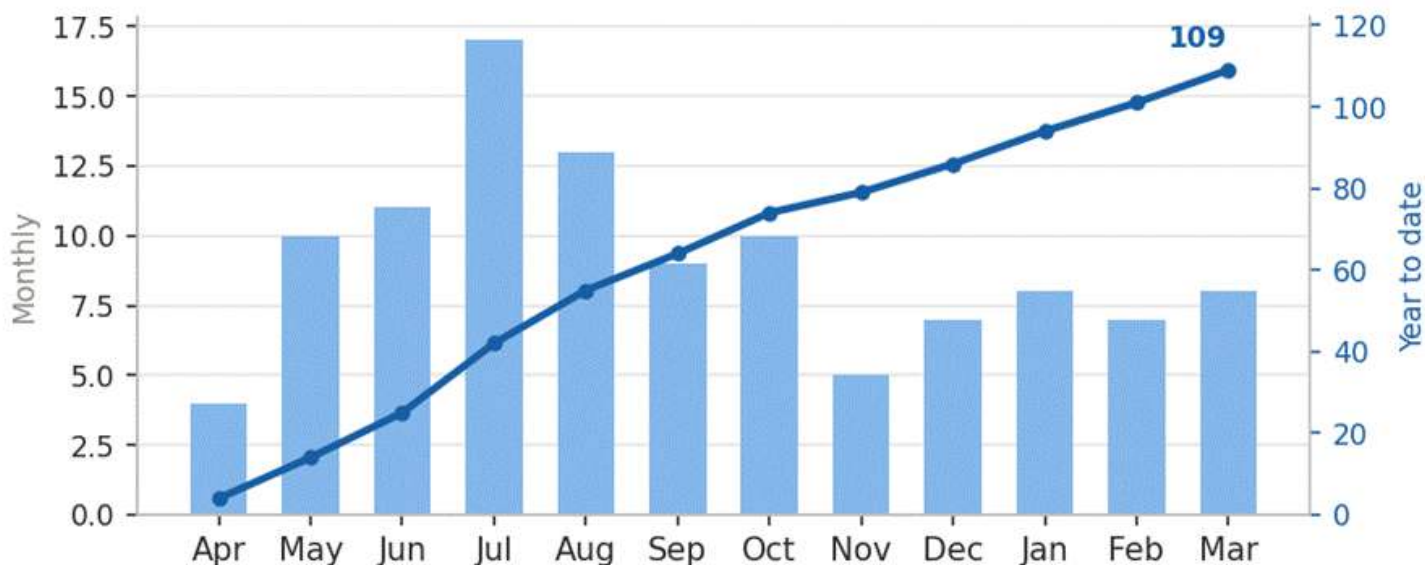
This indicator measures how effectively the Service responds to emergency incidents across urban, town and rural communities. Fast and reliable attendance remains one of the most visible and important services provided to the public.

Throughout 2025/26, the Service exceeded its response aspirations across all three geographical areas, achieving an overall performance level of 92%.

This strong performance reflects the professionalism and commitment of firefighters, Fire Control personnel and support staff who work together to mobilise resources quickly and efficiently. Maintaining strong response standards helps ensure communities receive timely assistance when emergencies occur.

CPI 8 – Fires in Regulated Buildings

Regulated building fires 109	vs last year -7%	Prior year change -9%	Status Improving trend
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Monthly fires in regulated buildings (bars) and the year-to-date total of 109 (line)

This indicator measures fires occurring in premises that fall within fire safety legislation, including commercial, industrial and public buildings. It provides an indication of the effectiveness of the Service’s protection and fire safety activities.

The number of fires occurring within regulated buildings reduced during 2025/26, continuing an encouraging trend seen over recent years.

This improvement reflects the positive impact of inspections, business engagement, fire safety advice and enforcement activity where required. By working proactively with those responsible for fire safety, the Service helps reduce risk and supports safer environments for employees, residents, customers and visitors across Shropshire.

CPI 9 – Establishment, Diversity and Firefighter Competence

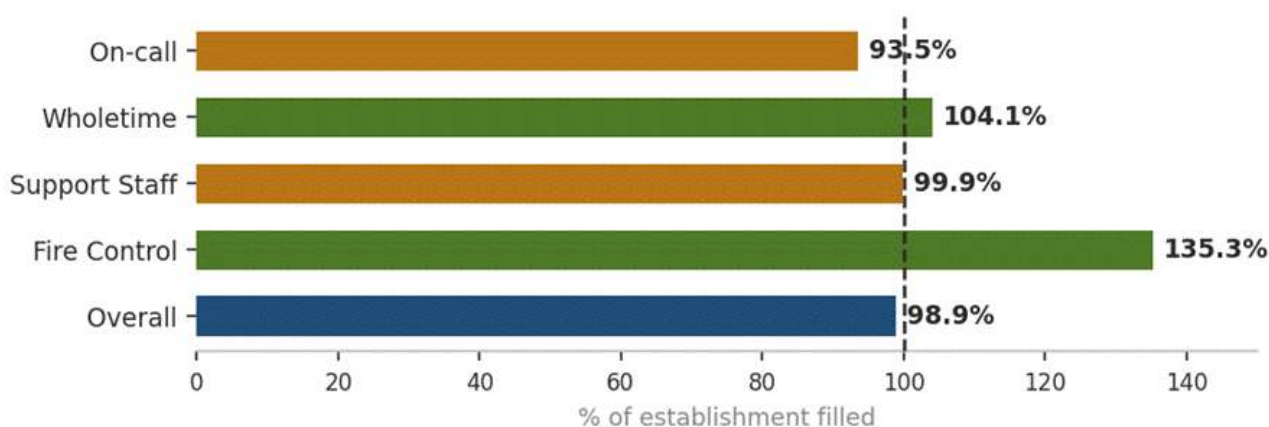
Establishment filled 98.9%	Headcount 598	On-call availability 88.97%	vs last year (avail.) +1.1 pts	Status Maintained
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Establishment

This measure reflects the Service’s ability to maintain the workforce required to deliver prevention, protection and emergency response services across Shropshire. Having the right number of people in place is fundamental to ensuring communities receive the support they need when they need it.

Throughout 2025/26, workforce establishment remained strong, with almost all approved posts filled. This provided stability across operational and support functions and ensured the Service remained well positioned to respond to community risks and changing demands. Maintaining a resilient workforce remains a key priority, helping to ensure the organisation has the capacity, capability and flexibility required to continue delivering high-quality services across the county.

Overall establishment was maintained at 98.9%.



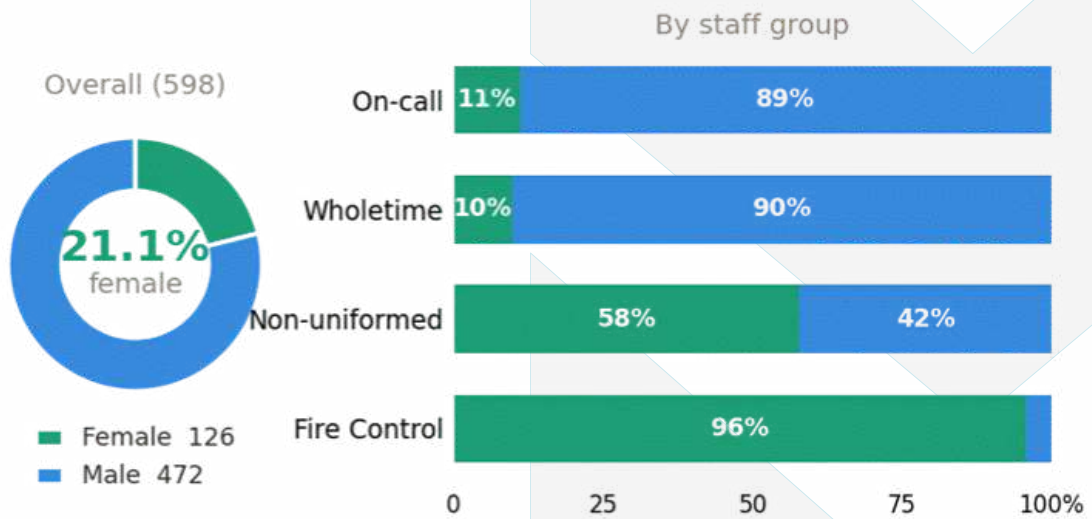
Percentage of establishment filled by staff group (100% reference line shown)

Headcount by Sex

A workforce that reflects the communities it serves brings a wider range of perspectives, experiences and ideas, helping the Service better understand and respond to the needs of Shropshire’s diverse communities.

The Service continued to monitor workforce diversity throughout 2025/26 and remains committed to creating an inclusive environment where all individuals feel valued, respected and able to achieve their full potential. While progress in workforce representation often takes time, diversity remains an important long-term strategic priority.

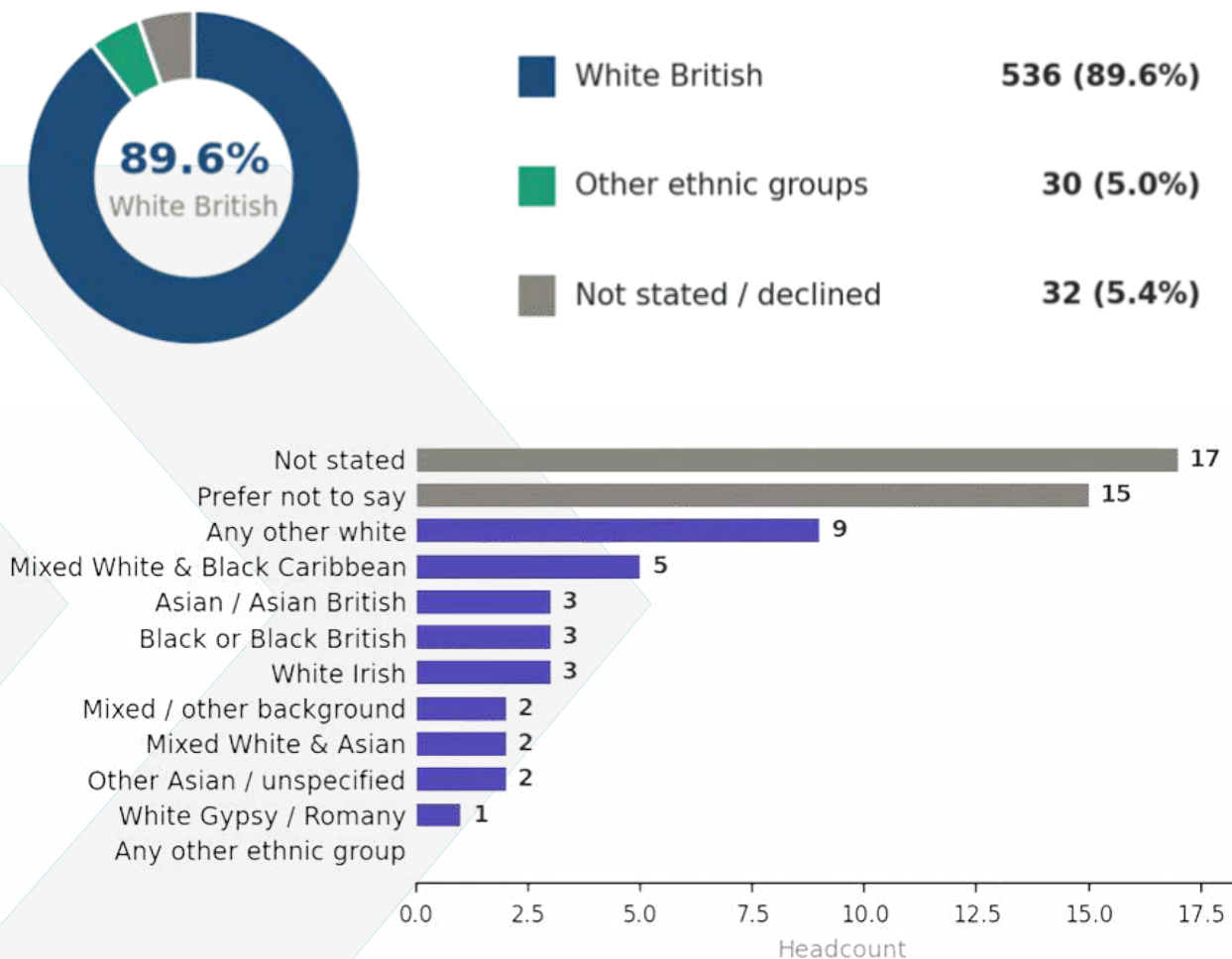
Through targeted recruitment, engagement and inclusion initiatives, the Service continues to work towards building a workforce that better reflects the communities it serves, strengthening both organisational culture and public trust.



Overall split (left) and the proportion of women and men in each staff group (right)

Headcount by Ethnicity

The workforce is 89.6% White British (536 of 598). Of the remainder, 30 staff (5.0%) recorded an ethnic group other than White British, and 32 (5.4%) either did not state their ethnicity or preferred not to say. The detail below sets out every group other than White British so that the smaller categories remain visible.

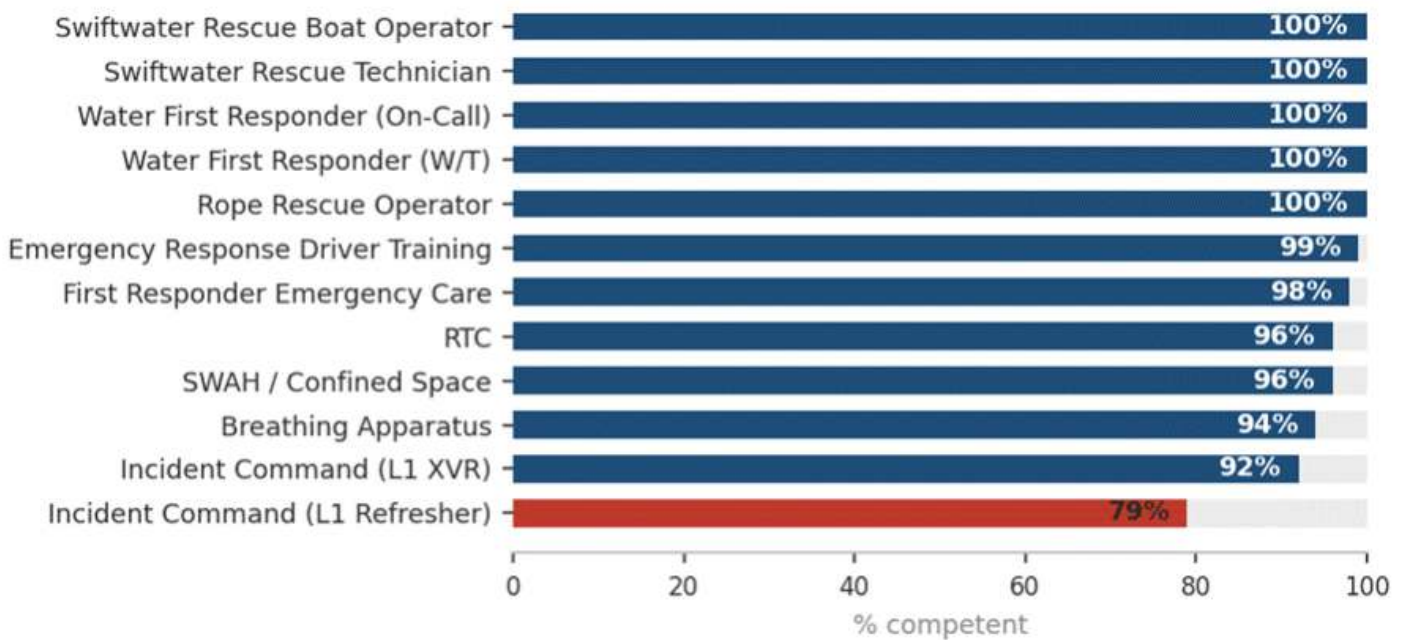


Overall composition (top) and all groups other than White British (bottom)

Firefighter Competence

The competence of operational personnel is critical to keeping both firefighters and communities safe. This measure assesses the knowledge, skills and qualifications required to respond effectively to a wide range of incidents, from everyday emergencies to complex specialist rescues.

Throughout 2025/26, operational competence remained strong across core and specialist disciplines. Regular training, assessment and development activities ensured firefighters maintained the skills required to perform their roles safely and effectively.



Operational competence by area (percentage competent; remainder awaiting renewal)

Where competence levels temporarily reduced, these were generally linked to planned training renewals, periods of absence or individuals progressing through development programmes. These areas continue to be actively managed through workforce planning and training schedules.

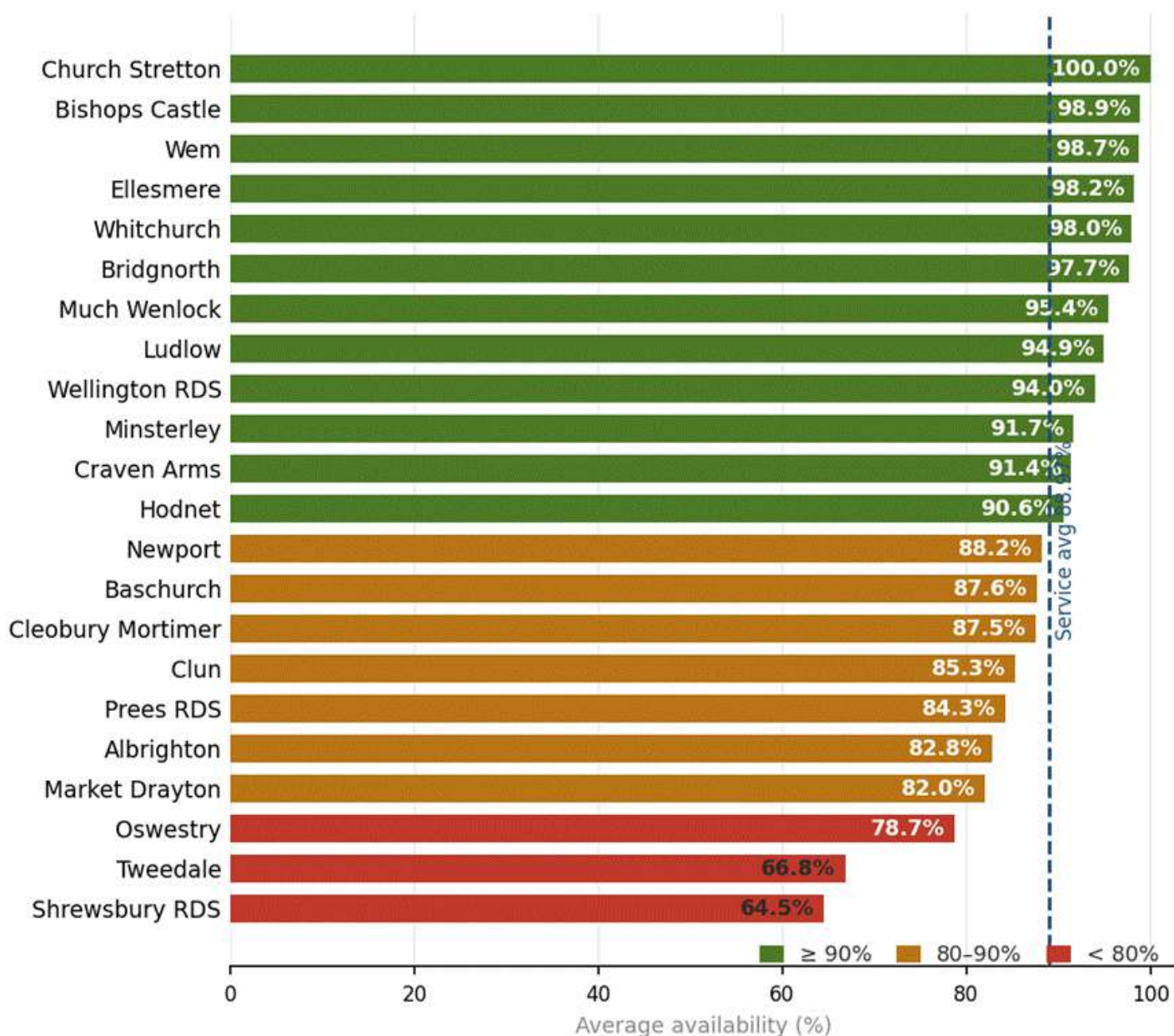
Maintaining high levels of competence provides assurance that the Service has the right people, equipped with the right skills and knowledge, to respond effectively to the risks faced by the communities of Shropshire.

On-Call (Retained Duty System) Availability

On-call availability 88.97%	vs last year +1.1 pts	Stations \geq 90% 12 of 22	Lowest station 64.5%	Status Good
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Much of our county is protected by on-call firefighters – members of the local community who hold other jobs or commitments but respond to emergencies when their station is called. This model is central to how we provide cover across a largely rural area, and maintaining strong availability is one of our highest priorities.

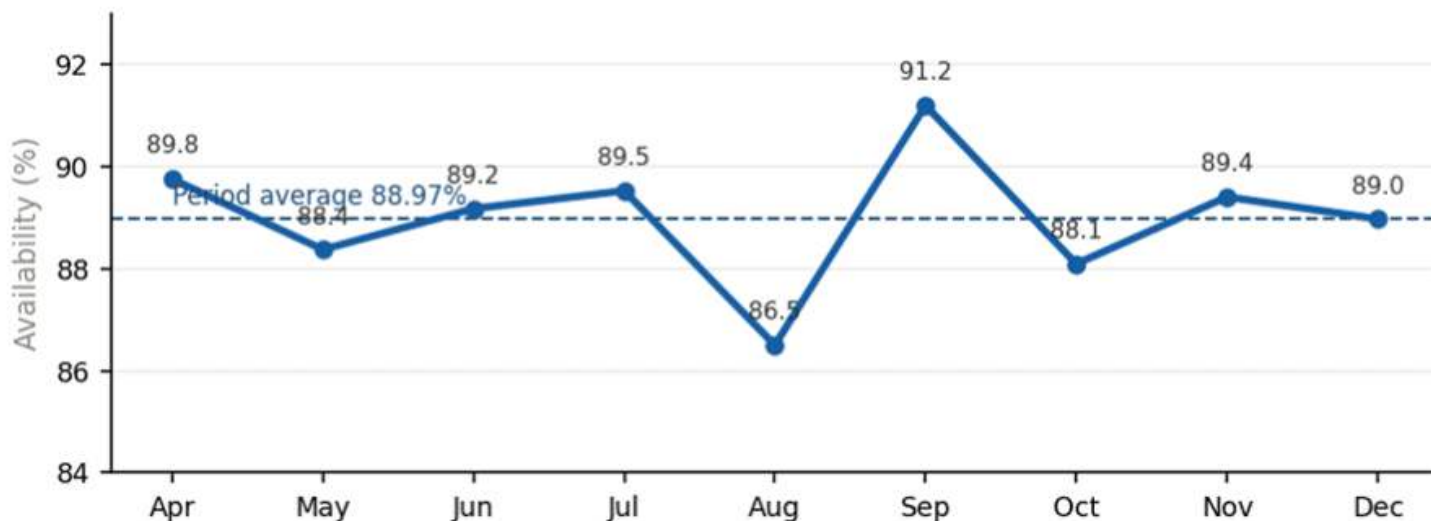
Over the past year, on-call availability remained strong at 88.97%. This compares favourably with the national picture and is an improvement on the previous year's figure of 87.9%. A recent recruitment campaign has also been successful, and several new recruits are now completing their training before taking up operational duties at their stations.



Average on-call availability by station, ranked, against the service average of 88.97%

The picture across our stations is encouraging. Twelve of our twenty-two on-call stations averaged 90% availability or higher, with Church Stretton maintaining full availability throughout the year, and Bishops Castle, Wem, Ellesmere, Whitchurch and Bridgnorth all above 97%.

A smaller number of stations fall below the Service average, and these are receiving focused attention. The greatest challenge is concentrated in and around our larger towns – Shrewsbury (64.5%), Tweedale (66.8%) and Oswestry (78.7%) – where daytime availability is hardest to sustain because so many on-call firefighters are at their primary place of work. This is a well-recognised challenge for fire services nationally, and we continue to monitor Market Drayton, Albrighton and Prees closely alongside these stations.



Monthly service-wide on-call availability, April to December 2025

Availability held steadily at around 89% throughout the year. It dipped to 86.5% in August, during the peak summer holiday period, before recovering to a high of 91.2% in September. Set against the recruitment and retention pressures facing on-call firefighting across the country, this stability gives us reasonable confidence in the resilience of our emergency cover.

We are not complacent. Sustaining and strengthening our on-call model remains a clear focus for our officers, and work continues through our dedicated on-call sustainability project. The station-level information above helps us direct support and effort to exactly where it is needed most, ensuring communities across Shropshire can continue to rely on us when it matters.

Performance in Summary

Taken in the round, 2025/26 was a busy operational year in which overall fire activity rose against a national backdrop of significantly increased demand. The Service’s position above tolerance on All Fires and Deliberate Fires should be read in that context: local performance, while up, remained well within the national rate of increase, and the easing of deliberate fire activity through the second half of the year demonstrates the value of our intelligence-led, partnership approach.

There is much to provide assurance. The Response Standard was exceeded across all three geographic areas; fires in regulated buildings continued a two-year improving trend, evidencing the effectiveness of our Protection work; accidental dwelling fires remained within tolerance with high levels of smoke-alarm coverage; and the proportion of fires confined to the room of origin improved year on year. Establishment was maintained at 98.9%, on-call availability improved to 88.97%, and operational competence remained strong across core and specialist areas.

Two measures warrant continued focus into the next reporting period: the rise in staff injuries from operational activity, which will be scrutinised through our health and safety governance to establish whether it reflects an emerging trend or the variance of a busier year; and the localised increase in deliberate fires in the Bridgnorth district, which will remain a focus for joint intervention. Consistent with our commitment to being a learning organisation, each indicator is used not simply to report performance but to inform our Prevention, Protection and Response priorities, anticipate emerging community risk, and ensure the Service has the right people, in the right place, with the right tools to making Shropshire safer.



Prevention and Community Activity

Community Work and Achievement

During the 2025/26 period. The prevention team introduced and updated home fire safety visit with a person-centred focus to align to best practice from the National Fire Chiefs Council (NFCC). In 2025/26 the Service visited 7787 homes and had completed 3592 successful home safety visits, fitting 3635 smoke alarms. In partnership with both local authorities 40 hard-of-hearing smoke alarm 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. Other partnership work to identify risk of deliberate fires has led to 149 lockable letterbox devices to individuals. The Service has increased use of the online home fire safety tool to both the public and to standardise partner referral pathways.

In 2025/26 the service visited 161 schools and educated 5254 year 3 children. The Service attended 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. The combined Crucial Crew events educated over 4624 children in the County from approximately 106 schools.

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 increased the number of sites that now have a dedicated throw-line provision. Training of volunteer groups and members of the public has also ensured that there is a core group of people that know how to find, and use, a throw-line.

The Service Safeguarding Board is now established 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.

The Service has worked with partners and academic researchers preparing for FIRESIDE2 – A Fire and Rescue Service-led intervention for older adults to support help-seeking for anxiety and depression. This collaborative project is scheduled to be delivered in 2026/27.



Community safety in regulated buildings (Protection)

The Protection department has continued to regulate and engage with business through targeted interventions. As a department, Enforcement activity time has increased, reflecting the wider rise in non-compliant audit outcomes in complex buildings and the time required to bring that building to compliance. The Service is also progressing one key case with our legal team. The first plea hearing took place on 18 March 2026, this case continues through the legal system.

Financial Year	Enforcement Notice	Prohibition Notice	Alterations Notice	Prosecutions
2025/26	20	6	0	0
2024/25*	9	15	5	2
2023/24	5	9	0	0
2022/23	12	10	1	0

During the year 466 inspections were carried out with 127 being unsatisfactory this is consistent with the previous year. Of these 26 received formal notices as shown above, this ensures we appropriately use our powers where necessary. The Service offered targeted business engagement seminars in line with our risk-based inspection programme, 198 business owners attended aiding our approach to better regulation.

The department responded to 445 applications through the building regulations process along with other consultations and engagement work. Our 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 embed areas of improvement with higher oversight of quality assurance processes and all formal notices being actively monitored.

People Strategy

During 2025/26, Shropshire Fire and Rescue Service made strong progress in delivering its People Strategy 2025–2028, which supports our aim to develop, value and invest in our people.

Key achievements included the continued roll-out of national leadership development programmes, expanded coaching and mentoring opportunities, and improved workforce planning supported by better data and forecasting tools. The Service also provided a range of temporary promotion, secondment and development opportunities, alongside 17 live apprenticeships in areas including operational firefighting, data analysis and artificial intelligence.

We continued to strengthen staff engagement and recognition through events such as the Achievers Awards, Medals Ceremony and Celebration of Success. Positive partnership working with trade unions and employee representatives also remained an important part of how we developed policies, supported change and listened to staff views.

Equality, diversity and inclusion remained a central focus. Employee voice groups continued to grow, including support around neurodiversity, menopause, women's networks and race equality. The Service also promoted workplace adjustment passports, supported reasonable adjustments and improved workforce monitoring data, helping to build a more inclusive and supportive workplace.

Health, wellbeing and fitness were also prioritised. A dedicated Health and Wellbeing Officer role strengthened proactive support for staff, while wellbeing initiatives included mental health first aid, suicide prevention training, menopause awareness, financial wellbeing support and physical activity opportunities. Operational fitness performance remained strong, with 462 tests completed and 461 achieving a green pass.

Training and development continued to support operational readiness, with improved course attendance, low cancellation rates and work to strengthen independent quality assurance. The Service also progressed plans for future training facilities at Telford Central.

Overall, 2025/26 has been a positive year for the People Strategy. The progress made provides a strong foundation for the next phase of work, with continued focus on leadership, culture, inclusion, wellbeing, workforce planning and ensuring our people have the skills and support they need to serve our communities effectively.



Digital and Data

Key achievements and progress

- Approved a new Digital Strategy (2025–2028), setting a clear direction for technology and data
- Strengthened cyber security through improved controls, testing and staff awareness
- Invested in frontline technology, including new Mobile Data Terminals (MDTs) and station device upgrades
- Launched digital skills and development activity, including Data and Artificial Intelligence (AI) apprenticeships
- Improved how Digital and Data work is prioritised and delivered across the Service via the Digital Systems Governance Group
- Began building stronger data foundations, including governance and reporting improvements, and launching an AI rollout

Priority work and outcomes

Cyber security

- Improved awareness, controls and testing
- Reduced exposure to cyber threats and increased organisational resilience
- Reduced the failure rate of cyber security exercises by 10x
- Doubled the cyber security training course completion rates

Digital infrastructure

- Upgraded devices, systems and connectivity
- Delivered more reliable systems for frontline and support staff, investing in network and radio technology that will allow a more flexible and mobile operational frontline

Data and performance

- Defined a clear data vision and strengthened governance

AI and innovation

- Introduced AI tools and skills development
- Reduced manual work and improved productivity

Service delivery

- Introduced clearer prioritisation and engagement with departments through the Digital Systems Governance Group
- Improved responsiveness to business needs with touchpoints and significant increase in face-to-face IT support within Service Level Agreement (SLA) timelines.

Supporting narrative

Over the past year, Digital and Data has focused on strengthening core foundations while delivering practical improvements to frontline services and organisational performance.

A new Digital Strategy has set a clear direction for how technology and data will support service priorities. This has been supported by stronger governance, with the Digital Systems Governance Group improving how work is prioritised and aligned to operational need.

Investment in infrastructure and frontline technology, including MDTs, devices, networks and radio capability, has improved reliability and enabled a more flexible and mobile workforce.

Cyber security has been significantly strengthened through improved controls, testing and awareness. This has led to a marked reduction in risk, including a tenfold improvement in exercise outcomes and a significant increase in staff training completion.

Progress has also been made in building stronger data foundations. Clearer governance and a defined data vision are improving the quality and consistency of information available to support decision making.

At the same time, the introduction of AI tools and development programmes is helping reduce manual effort and improve productivity. This is supporting a wider shift towards a more digitally confident workforce.

Overall, these improvements are enabling faster, more reliable and more responsive services, with Digital and Data playing an increasingly central role in supporting operational delivery and continuous improvement.



Resources

In the course of 2025/6, we have completed the first phase of the station access programme to improve the security of our Fire Stations. This has included replacement doors, CCTV improvements and unifying separate access control systems. Following the success of the fitness hub at Baschurch, preparatory work was undertaken to procure a further five hubs for installation at on-call stations in the 2026/7 financial year.

As part of reducing our environmental footprint an additional electric car has been introduced into the Service for use by the prevention and protection teams. We have also put new appliances into day to day use at eight of our on-call stations. A new water carrier, replacing a life expired vehicle which is based at Bridgnorth, has been procured for delivery in July 2026. This will enable continuing support to our response to wildfires and other emergencies requiring large volumes of water.

Financial Performance



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.

In February 2025, Shropshire and Wrekin Fire Authority approved a revenue budget of £30.084m for 2025/26. 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 £119.0.

The revenue budget for 2025/26 was funded as follows:

Council Tax Income	£21.779m
Business Rates Top Up	£2.608m
Business Rates	£1.733m
Revenue Support Grant	£2.754m
Other Grants	£1.210m
Total revenue budget:	£30.084m

The Service expenditure against the revenue budget was as follows:

Staff costs	£25.403m
Premises	£2.030m
Transport	£0.682m
Supplies and Services	£2.642m
Capital debt charges	£1.233m
Grants and income	-£1.773m
Total revenue expenditure:	£30.217m



To ensure effective internal controls and corporate governance, an independent schedule of internal audits have been conducted throughout 2025/26, offering recommendations and informing management action improvement plans which will be implemented by the Service.

The Fire Authority is transparent in its financial affairs, publishing an Annual Governance Statement, Annual Audit Letter and Statement of Accounts. The draft Statement of Accounts for Financial Year 2025/26 is published at the end of June 2026, with the final audited accounts intended to be published at the end of November 2026, within statutory timescales.

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.

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 the current Community Risk Management Plan (CRMP), we continue to regularly review risk and distribute resources and operational capability 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 that supports organisational assurance.

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 X page](#)

By phone: 01743 260200

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



