



Shropshire and Wrekin Fire Authority Annual Plan 2022/23

2021 was a year of considerable challenge for all and this was no different for SFRS. It was the first year of the new CRMP for 2021 to 2025, "Making Shropshire Safer", but it was also a year when the Service hit record levels of partnership working through supporting the COVID mass vaccination programme. This was challenging and at times our corporate plan suffered due to constrained ways of working and diverted resources, but a monumental amount of energy and work from all staff brought the Service back on track through the "Take Stock, Catch up and Forge Ahead" initiative.

This year, 2022/23, we will maintain the "forge ahead" momentum through incorporating the remaining activities of the "catch up and Forge ahead elements of the plan with a package of 6 projects that will allow the Service to meet its existing IRMP objectives and prepare the service for the 5 years beyond. The objective is to build on our strengths and create a Service that has the capacity, resilience, and expertise to make Shropshire safer through to the end of the decade. To do this it will be as important as ever to pull on our culture and be deliberately developmental, purposefully diverse and inclusive, and intentionally innovative.

The package of reviews, or "six-pack" that will run through 2022/3 and beyond are:

- On Call Sustainability Review
- Ops Tech Review
- Efficiency and Productivity Review
- Service Improvement, Data, and intelligence Review
- Control Review through the Fire Alliance with H&W FRS
- Operational Resource Review

Alongside and within all of these we will also be capturing the learning from working through a pandemic. Last year I talked of resilience meaning "bouncing forward" not bouncing back and you demonstrated that to a high degree. This year we will build on that but hopefully at a more controlled pace.

There is a high level of interconnectivity between these reviews, and they also bring together a number of the objectives that have already been set in 2021; but there is new work, and it will require us all to engage and at times prioritise our activities.



Cllr Eric Carter - Chair
Shropshire and Wrekin Fire Authority

Eric Carter



Rod Hammerton
Chief Fire Officer

Rod Hammerton

Priorities for 2022/23

- Develop the Service's culture to be more deliberately developmental, diverse, and inclusive and intentionally innovative.
- Deliver improvements to the On-call system that ensure Shropshire continues to benefit from high levels of performance (On-call Sustainability Review)
- Continue to build capacity and resilience through the alliance with Hereford and Worcester Fire and Rescue Service focusing on improvements in command and control, procurement, IT and PP&R (Control Project)
- Ensure the Service's has the appropriate levels of expertise and capacity in Protection to deliver against the Authority's statutory duties and any additional demands and responsibilities emanating from the Fire Safety Bill.
- Drive service improvement by learning from HMICFRS inspections, audits, NOL and other benchmarking opportunities to achieve three "goods" or better in inspection
- Deliver the Telford Central redevelopment project.
- Deliver the People Strategy to ensure that we attract, recruit, develop, retain, support, and reward our employees to meet our future goals and aspirations.
- Continue to develop working practices, including flexible rostering and integrated crewing, to create efficiencies and maximize productivity (Efficiency and Productivity Review)
- Ensure operational response matches risk (Ops Resource Review) to include:
 - Water provision Foam, Environmental and BA Support Units

- Firefighting technologies
- Rescue capability
- Working at Height
- Future PPE & BA
- Implement and embed National Operational Guidance into the organisation
- Use Learning from the Pandemic to develop and deliver Service improvements identified through the Restoration and Renewal Group.
- Make improvement in incident command and firefighter safety through use of Technology (Ops Tech Review)
- Deliver estate's strategy to improve security, welfare and reduce environmental impact.
- Develop and implement Environmental objectives, targets and KPIs into Service planning and performance management
- Undertake and implement corporate training facilities review to determine the future needs of the Service.
- Continue to support the new Emergency Services Network (ESN).
- Increase Prevention capacity to target the changing rural risk. This includes the use of volunteers and modern technology.
- Review Service Support to improve decision making and performance management through effective analysis and use of data. (Performance and Improvement Review)

Our Aims

To be able to respond to emergencies in an appropriate time with a professional, competent, and equipped team

To reduce the number of fires and impact in our community

To reduce the number of fire related deaths and serious injuries

To work with partners to reduce other relevant risks

To mitigate against harmful impacts on the environment

To make culture central to our strategy by becoming more purposefully diverse and inclusive, deliberately developmental, and intentionally innovative

Corporate Performance Indicators

The Service will aim to reduce the overall number of fires

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

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

The Service will mitigate against any fire deaths or serious injuries

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

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

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

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

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

Our Purpose

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

Our Core Values

The Service fully supports the national fire and rescue service core values of:

- Service to the community
- Valuing people
- Valuing diversity
- Valuing improvement at all levels