

Community Risk Management Plan 2025-28

Emerging Priorities

Report of the Chief Fire Officer

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1 Executive Summary

This report outlines the development and emerging priorities of the Community Risk Management Plan (CRMP) for 2025-onwards. It highlights key areas such as adapting to climate change, responding to new energy technologies, addressing demographic shifts, and improving operational competence in high-risk areas such as flood response and rescues from height.

The report emphasises the importance of stakeholder engagement and data-driven decision-making. Additionally, the upcoming completion of a comprehensive organisational SWOT analysis, and Inclusive Culture & Community Excellence Strategy will further inform future improvement proposals and how these can be implemented. These measures aim to ensure the Service remains responsive, efficient, and well-equipped to meet evolving community risks and challenges.

2 Recommendations

The Fire Authority is asked to:

- a) Note the report
- b) Agree the three-year plan duration of the next CRMP 2025-2028
- c) Agree the proposals for formal consultation

3 Background

The Fire and Rescue Services Act 2004, alongside the Fire and Rescue National Framework Document mandates UK fire and rescue services to produce a comprehensive CRMP. The CRMP is a strategic document that assesses foreseeable fire-related risks and outlines how services will respond to them, ensuring public safety. It requires fire services to consider local demographics, geographical hazards, and social vulnerabilities, and to develop prevention, protection, and response strategies.

The CRMP supports efficient resource allocation and operational readiness, aiming to minimise risk, improve community resilience, and meet statutory responsibilities for safeguarding life, property, and the environment.

The National Fire Chiefs Council (NFCC) have introduced a new methodology for developing Community Risk Management Plans (CRMPs), marking a shift from previous, locally driven approaches. This new framework, known as the NFCC CRMP Toolkit, standardises the process across UK fire services, ensuring a more consistent and evidence-based approach, whilst maintaining a local risk assessment and resourcing to local risk.

The methodology emphasises the use of comprehensive risk assessment, data analysis, and community engagement to identify and evaluate risks at both local and national levels. In accordance with the Civil Contingencies Act 2004, there is a statutory requirement to plan for foreseeable risks, ensuring that emergency services are prepared for a wide range of potential hazards. This includes fire and non-fire-related risks, as well as emerging threats such as climate change and social inequalities, which can exacerbate vulnerabilities within communities.

Additionally, the UK Government's National Risk Register (NRR) serves as a strategic framework for identifying and prioritising national risks, enabling services to align their local strategies accordingly. The Local Resilience Forum (LRF) risk register complement this by providing a detailed evaluation of risks specific to regional contexts, ensuring that both national and local risk landscapes are adequately addressed. This structured guidance ensures that plans are not only consistent with national priorities but also tailored to address unique local risks, thereby fostering greater efficiency and effectiveness in resource allocation and risk mitigation.

4 Progress to Date

The dedicated team have been working through the NFCC methodology and guidance, alongside completion of the Service's resource review. Process to date includes.

Scope of CRMP: The 2025-28 Community Risk Management Plan (CRMP) development has progressed significantly, focusing on identifying and mitigating risks within the Shropshire area. The scope encompasses key community risks, including fire incidents, road traffic collisions, and emerging hazards such as climate change and energy storage technologies. It also includes an internal SWOT assessment to identify areas for development alongside opportunities and threats. This ensures alignment with national strategies, local needs, and operational requirements.

Chief Fire Officer (CFO) Vision: The CFO's vision for achieving excellence emphasises a proactive, risk-based approach to protecting the community. The journey to excellence involves continuous improvement, utilising data-driven decision making, and fostering a culture of inclusivity and high performance. This vision aligns with national best practices, and SFRS vision of, " Making Shropshire safer".

PESTLE, SWOT, and Risk Register: A PESTLE analysis has been completed to assess the external factors that could impact on operations from 2025-28.

- Politically, fire service reforms and governance changes, including potential shifts in accountability and operational independence, are highlighted.
- Economically, funding challenges are emphasised, exacerbated by inflation, with firefighter pay and resource allocation at risk.
- Socioculturally, an aging population, diversity, and health issues increase fire risks.
- Technologically, the rise of lithium-ion batteries and handheld devices which use cloud computing, will be at the forefront of development over the next 5 years.
- Legally, the Grenfell Inquiry and Equality legislation impact compliance.
- Environmentally, wildfires, extreme weather, and sustainability will require proactive strategies.

Alongside this, an operational SWOT analysis identified strengths, weaknesses, opportunities, and threats, providing a foundation for strategic planning. A risk register has been utilised to track potential hazards, including operational and organisational risks.

HMICFRS Areas for Improvement (AFIs), Culture & Values, and Staff Survey:

The Service is currently awaiting the results and recommendations from the most recent HMICFRS inspection. Once these findings are released, they will be fully integrated into the CRMP to ensure the plan addresses any areas for improvement identified. Meanwhile, ongoing cultural and values reports along with feedback from recent staff surveys, continue to inform the development of the CRMP.

Stakeholder and Public Engagement: Public and stakeholder engagement has been prioritised throughout the Community Risk Management Plan (CRMP) development process. Establishing links with West Mercia Police (WMP), Independent Advisory Groups (IAGs), local stakeholders, and other emergency services has been a crucial step towards understanding their specific needs and enhancing collaboration.

The Service's, "Voices Group" has also provided input into the development of the CRMP Equality Impact Assessment (EQIA). Additionally, internal staff have actively shared their thoughts on service priorities for 2025 onwards, further shaping strategies for service delivery and community engagement.

Equality Impact Assessments (EQIA): EQIAs have been conducted to ensure compliance with the Equality Act and public sector duties. Risks to protected groups, including age, disability, race, religion, sex, and gender reassignment, are carefully assessed. Specific EQIAs have been undertaken for wildfire, water and flood response, working at height and confined spaces, and strategic aerial provision, ensuring equitable access to services for all communities.

Data Analysis: Data analysis has been a cornerstone of the CRMP process. This includes five-year local and seven-year national Incident Recording System (IRS) data, analysing wholetime and on-call availability, WMAS attendance times, hydrant provision, and local authority and partner plans. This data-driven approach enables the service to identify trends, predict future demands, and optimise resources effectively.

Hazard Identification and Risk Analysis: The NFCC CRMP Hazard Identification and Risk Analysis stage is a critical process in ensuring the Service is equipped to manage both current and emerging risks within the community.

Once hazards are identified, a comprehensive risk analysis is conducted to assess the likelihood and potential impact of these events on public safety, property, and the environment.

Comprehensive hazard identification has been conducted, covering a wide range of risks such as dwelling fires, high-rise buildings, wildfires, road traffic collisions, flooding, and hazardous materials. New and emerging risks, including climate change and energy storage technologies, have been integrated into the analysis to future-proof the CRMP. Detailed incident, response, and risk analyses have been conducted, including fire appliance availability and response standards, providing a robust foundation for operational planning.

5 Alignment to NFCC Community Risk Management Planning Strategic Framework

The CRMP for 2025-28 is designed in accordance with the latest National Fire Chiefs Council (NFCC) methodology, ensuring alignment with the Community Risk Management Planning (CRMP) Fire Standard. This strategic approach supports a consistent, evidence-based framework for risk management across UK Fire and Rescue Services (FRSs). As part of this framework, the inclusion of an organisational SWOT analysis has been integrated, allowing for an in-depth evaluation of internal strengths, weaknesses, opportunities, and external threats. This analysis enhances the Service's ability to address both operational and organisational challenges, improving its capacity to mitigate risks effectively.

It is proposed to move to a three-year plan duration, aligning with NFCC guidance, which emphasises the importance of CRMPs being periodically reviewed and updated to stay responsive to evolving community risks and national standards. CRMPs are generally designed to cover a three to five-year timeframe, with many Fire and Rescue Services (FRSs) favouring a three-year cycle. This shorter duration reflects the need for adaptability in response to rapid changes in risk profiles, legislation, and resource demands, as highlighted in NFCC recommendations and independent reviews. A three-year period ensures the CRMP remains agile and adaptable, allowing FRSs to reassess risk management strategies, incorporate new data, and adjust operational priorities without becoming outdated.

The comprehensive SWOT analysis underway will ensure that the final CRMP is both robust and responsive to the latest risk assessment tools and methodologies, incorporating insights from all departments. This evidence-based approach fosters greater collaboration across teams and promotes efficient resource allocation, ensuring that priorities are managed effectively. As such, the three-year timeframe allows for regular updates and ensures alignment with both local and national strategic objectives, supporting continuous improvement within the Service.

6 CRMP 2025-28 Key Priorities

The CRMP 2025-28 outlines the strategic priorities for the Service based on a comprehensive analysis of emerging risks and evolving community needs.

The key priorities are organised under three main themes:

- The Use of Innovative Technology
- Climate/Environmental Impact
- Operational Excellence.

These priorities will guide the service's response to critical challenges and ensure continued public safety and effective risk management.

6.1 Use of Innovative Technology

As the community continues to evolve, the Service recognises the opportunities which can arise from the use of innovative technologies to meet changing community needs. This includes employing advanced data analytics to identify high-risk areas and integrating AI-driven tools to enhance risk assessment and prevention efforts. Partnerships with external institutions will further support the service's ability to adapt to new demographic and environmental challenges.

Use of Innovative Technology

6.1.1 Meeting the Challenges of a Changing Community

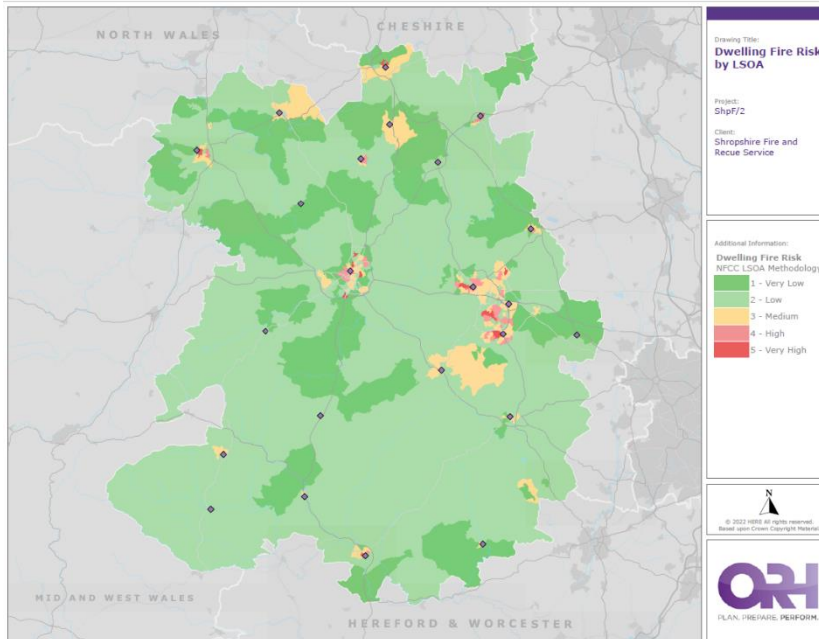
Risk

Dwelling fires remain a significant concern for communities, with medium likelihood and consequence ratings, resulting in a medium risk classification. This is reflected in the Community Risk Register, with the West Mercia Local Resilience Forum providing fire prevention advice. Nationally, approximately 200 people die annually from dwelling fires, and in Shropshire, the past three years have seen five fatalities and 19 serious injuries from accidental fires.

High-risk individuals include those over 65, living alone, or with impairments, as well as households in deprived areas or with children under five. Shropshire's dwelling fire rate is lower than the national average, with urban centres like Telford, Shrewsbury, Oswestry, and Bridgnorth identified as higher-risk areas.

By 2027, Shropshire's ageing population is expected to increase vulnerabilities, and evidence from the Equality Impact Assessment (EQIA) and local authority plans stresses the need to address challenges like poverty, social isolation, and ageing populations.

Dwelling Fire Risk by LSOA



Current Approach to minimise Risk

The dwelling fire hazard carries a medium risk rating for both individuals and responders. Current control measures include the mobilisation of two appliances to all dwelling fires, with an additional appliance dispatched when persons are reported at risk. Shropshire Fire and Rescue Service (SFRS) also requires all wholtime firefighters to hold the First Response Emergency Care (FREC) qualification, ensuring they are equipped to provide emergency care on the scene.

The prevention strategy, overseen by the Prevention Manager, includes targeted safety campaigns, community engagement through Home Fire Safety Visits, and outreach via social media and local events. SFRS's prevention framework is robust and closely aligned with the National Fire Chiefs Council (NFCC) methodologies. It prioritises staff competence and active stakeholder engagement to enhance the effectiveness of risk management and prevention initiatives, ensuring a proactive approach to dwelling fire risk reduction.

CRMP Proposal to meet the Challenges of a Changing Community

In response to identified risks, it is proposed to further mitigate residential fire risks by fully aligning with the NFCC Dwelling Fire Methodology. This includes focusing on properties and demographics most at risk, using household building data and exploring the application of commercial demographic data. A partnership with Leeds University will enable the use of smart technology for detailed local data analysis, allowing the Service to accurately identify high-risk areas and implement targeted prevention measures. Comprehensive quality assurance and evaluation processes will be embedded to ensure the effectiveness of the strategy, ensuring the Service adapts to evolving community needs while adhering to national best practices.

Further opportunities exist to enhance the strategy by incorporating advanced technologies, improving quality assurance, and expanding partnerships. Integrating AI-driven tools and commercial data sources will refine risk assessments and prevention efforts. The ongoing Dwelling Fire Review will also explore expanding outreach programs to be more inclusive and culturally sensitive, increasing volunteer capacity, and addressing socio-economic

factors through collaboration with local authorities. These initiatives will create a more comprehensive and effective prevention strategy.

[Link to full data analysis and review](#)

6.2 Climate/Environmental Impact

Adapting to the effects of climate change is a crucial priority, focusing on mitigating the increasing risks of wildfires, flooding, and droughts. This includes meeting the challenges of climate change and ensuring the growing areas, such as Shrewsbury, are adequately supported during periods of extreme weather events. The Service will continue enhancing water rescue capabilities and strengthening wildfire response plans to address these heightened risks.

Climate/Environmental Impact

6.2.1 Adapting to the effects of Climate Change

Risk

Climate change is expected to significantly increase the frequency and intensity of wildfires, flooding, and drought. Evidence from national benchmarking of incident data, along with a review of seven years of Incident Recording System (IRS) data, has revealed a marked rise in wildfires and water rescues. Both national and Local Resilience Forum (LRF) risk assessments have identified these hazards as growing threats to the community.

Wildfires, driven by hotter and drier conditions, are becoming more frequent, posing risks to rural and urban areas alike. These fires can spread quickly, threatening homes, ecosystems, and infrastructure. Similarly, flooding, exacerbated by more intense rainfall and rising sea levels, creates widespread risks to property, public safety, and transport networks. Drought conditions also pose risks, reducing water availability and increasing the vulnerability of local agriculture and ecosystems.

Adding to the challenge, the availability of open water sources used for firefighting outside major towns is becoming increasingly scarce during the summer months. As droughts persist, natural water sources such as rivers, lakes, and ponds dwindle, making it harder for emergency services to access critical water supplies, particularly in rural areas where hydrants are limited.

SFRS Incident data benchmarked against all FRS Incident data.

Likelihood Factor	Consequence Factor	Individual Consequence Score			Likelihood x Consequence	
		Likelihood Score	Fatality	Injury	Individual Fatality Risk Score	Individual Injury Risk Score
		VH/H/M/L/VL	VH/H/M/L/VL	VH/H/M/L/VL	VH/H/M/L/VL	VH/H/M/L/VL
		1/2/3/4/5	1/2/3/4/5	1/2/3/4/5	1/2/3/4/5	1/2/3/4/5
Dwelling Fires	Fatalities/ Injuries Dwellings	3	3	3	9	9
High Rise Fires		1			0	0
Other Buildings Fires	Fatalities / Injuries Other Buildings	3	1	5	3	15
Road Vehicles Fires Rate	Fatalities / Injuries Road Vehicle Fires	3	1	1	3	3
Other Outdoor Primary Fires	Fatalities / Injuries Other Outdoor	1	1	2	1	2
Road Traffic Collision (RTC)	RTC Fatalities / Injuries	3	5	5	15	15
Other transport incident		3			0	0
Flooding	Flooding and Rescue from Water	3	1	5	3	15
Rescue or evacuation from water	Flooding and Rescue from Water	5	1	5	5	25
Effecting entry / exit	Entry / Exit Fatalities / Injuries	3	5	4	15	12
Lift release	Lift Release Fatalities / Injuries	1	1	5	1	5
Other rescue / release of persons		5			0	0
Animal assistance incidents		3			0	0
Medical Incident (First / Co Responder)	Medical Incidents Fatalities / Injuries	1	1	1	1	1
Hazardous Materials		1			0	0
Spills and Leaks (not RTC)		5			0	0
Making Safe (not RTC)		3			0	0
Suicide Attempts	Suicide Attempts Fatalities / Injuries	3	5	5	15	15

Current Approach to minimise Risk

To meet the increasing risks posed by climate change, the Service has made advancements in its wildfire, water rescue, and water supply capabilities. Wildfire provision has evolved through the investment in off-road vehicles and equipping every appliance with knapsacks for manual fire suppression. Other Services have conducted a comprehensive review and made investments in further equipment, PPE and training.

Over the last 20 years, water and flood rescue capabilities have been strengthened with the establishment of a specialist team in Shrewsbury. However, across the county, water safety and rescue provisions have not always aligned with the specific risks of each station area.

Recognising the scarcity of firefighting water sources, especially during droughts, there has been investment in water movement capabilities. The current fleet includes a range of pumping units and a single water carrier, designed to transport water to areas where it is most needed during critical incidents. Having a full understanding of the areas where hydrant provision is limited, and the impacts would benefit the service.

CRMP Proposal to adapt to the effects of Climate Change

In anticipation of the increasing impacts of climate change, including more frequent floods, wildfires, and droughts, it is proposed the Service take steps to further minimise these risks. Strengthening its water rescue capabilities across the county, ensuring resources are aligned with local risks and improving response capacity for environmental emergencies. This would involve enhancing water safety equipment and increasing the number of trained personnel to manage water-related incidents more effectively.

To address the growing threat of wildfires, it is proposed to enhance the wildfire capability and response by improving pre-planning, fostering collaboration with partner agencies, and reviewing equipment, PPE, and vehicles.

Understanding water availability and risks in specific areas is crucial, it is proposed the Service develop a comprehensive plan for moving water for firefighting where needed during periods of drought. This will include raising awareness, pre-planning, and coordinating water transport to critical areas in a timely and efficient manner.

These improvements will better position SFRS to manage climate-driven emergencies and protect communities across Shropshire.

[Link to full data analysis and review Flooding & Wildfire](#)

Climate/Environmental Impact

6.2.2 Meeting the challenges of climate change and expansion in Shrewsbury

Risk

Frequent flooding in Shrewsbury, particularly when main arterial routes are compromised, presents a significant challenge to emergency response times, increasing risk to the community. Data from two flooding scenarios show substantial delays in response times. In Scenario 1, access to key areas is blocked, resulting in a first response time of 56 seconds, 10.7% below target in Shropshire’s central district. Scenario 2 worsens the situation, with first response times extending to over two minutes and target times decreasing by 27.1%.

The Shropshire Council Local Plan highlights extensive residential and commercial development on the west side of Shrewsbury, which, combined with the construction of the Northwest Shrewsbury Relief Road, presents further challenges and opportunities for reassessing the deployment of appliances. As climate change continues to exacerbate flooding risks, adjusting resource deployment to adapt to these changes is critical to ensure effective emergency response and maintain community safety.

SFRS-Wide Summary

Scenario	Average Response Time		% within Target Time		
	1st	2nd	Urban	Town and Fringe	Rural
Base	09:44	13:33	80.2%	82.3%	88.5%
Flooding Scenario 1	00:12	00:13	-3.4%	-0.4%	-0.6%
Flooding Scenario 2	00:35	00:32	-9.1%	-1.7%	-1.0%

Shropshire Central District Summary

Scenario	Average Response Time		% within Target Time		
	1st	2nd	10 mins	15 mins	20 mins
Base	09:29	10:42	61.8%	88.0%	97.5%
Flooding Scenario 1	00:56	00:54	-10.7%	-4.9%	-0.9%
Flooding Scenario 2	02:34	02:17	-27.1%	-14.2%	-2.2%

Current Approach to minimise Risk

Shrewsbury Fire Station, located on St Michael's Street at the northern edge of the town centre, serves as a hub for emergency response, housing three fire appliances and several specialist vehicles, including the Service’s water rescue and flood response units. Access to key areas, such as the county hospital, shopping districts, and recreational zones, depends largely on a single main route through St Michael's Street. During severe weather and flooding, this route can become compromised, leading to delays in emergency response.

As part of the Service’s preplanning phase for flooding events, temporary measures are put in place, such as relocating a fire appliance to the West Midlands Ambulance Service (WMAS) site on the western side of town. While this may not always be the most efficient location, it remains a viable option when access routes are compromised. As Shrewsbury continues to grow in size and population, and with the development of the Northern Relief Road,

there will be increasing demand for emergency response on the western side of town.

CRMP Proposal to meet the challenges of climate change and expansion in Shrewsbury

To address the increasing risks posed by flooding and the growing demand in Shrewsbury, it is proposed that the Service explore relocating a fire appliance to West Shrewsbury during periods of extreme weather events and the closure of when key roads are unpassable.

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

[Link to full data analysis and review](#)

6.3 Operational Excellence

Maintaining operational competence is essential for effective service delivery. 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. Additionally, 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.

Operational Excellence

6.3.1 Competence

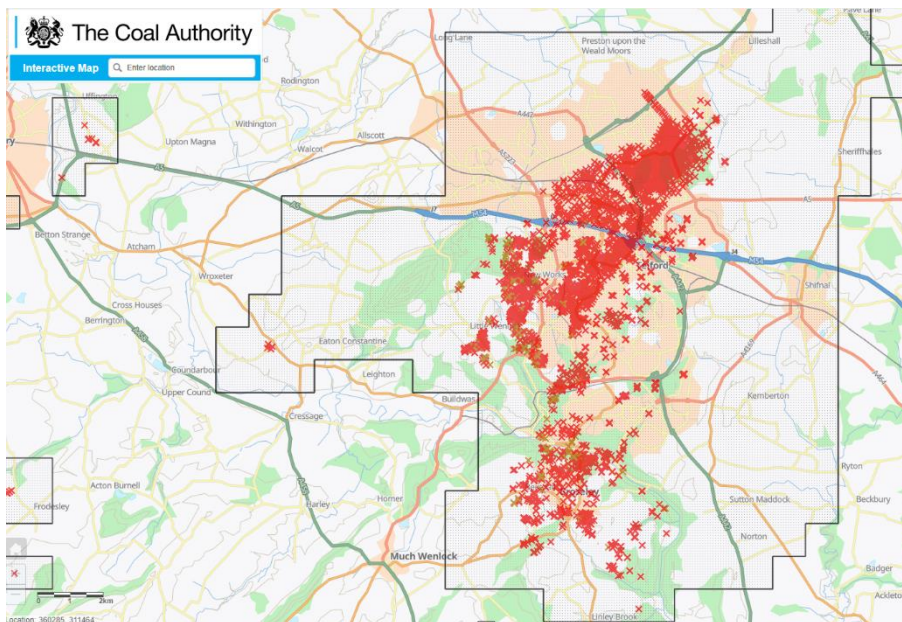
Risk

A strategic gap analysis of National Operational Guidance (NOG) has highlighted areas for improvement to the Service's ability to manage rescues from height and confined space incidents. In Shropshire, rescues from height are increasingly critical due to significant developments such as large-scale commercial buildings like Telford Plaza and residential high-rises like Reynolds House in Telford. The risk is further elevated by new apartment complexes at the Riverside Shopping Centre in Shrewsbury and the Station Quarter in Telford, which introduce more high-rise living spaces, increasing the likelihood of height-related incidents.

Confined spaces, including grain silos, sewage systems and abandoned mines, add complexity to the risk landscape due to the potential for toxic atmospheres and limited oxygen levels, requiring advanced rescue skills and specialised equipment. These confined space hazards are prevalent in Shropshire's agricultural and industrial sectors.

Emerging national trends in office-to-residential conversions, as seen in Stafford Park, further complicate rescue operations, presenting new challenges for both height and confined space rescues. National reports, including the Grenfell Inquiry, stress the importance of developing specialist skills, ongoing training, and maintaining competence to manage complex incidents effectively.

Below, is an overview the current entrances to abandoned mine shafts in the Telford area. Other areas of note are Bridgnorth, Ditton Priors, Ludlow, Cleobury Mortimer, Shrewsbury and Church Stretton.



Current Approach to minimise Risk

The Service has taken significant steps to minimise risks associated with high-rise buildings, rescues from height, and confined spaces. Following the Grenfell tragedy, high-rise procedures were thoroughly reviewed and amended. This included additional training for operational staff, the development of critical information tracking systems to ensure real-time building data is available during incidents, and an increase in predetermined attendance for high-rise fires to ensure adequate resources are deployed from the outset.

The Service has maintained a robust rescue from height and safe working at height capability for over 15 years, with specialist teams based at each wholetime station. Over time, national training standards and capabilities for height rescues have evolved, and while SFRS maintains a strong response capacity, complex rescues would now require additional support from national resilience teams for more specialised operations.

The Service has maintained core capabilities in Confined space rescue, evolving national training standards have outpaced the service's current provision. As a result, the service's ability to manage complex confined space incidents is now limited, requiring additional external support in the most challenging scenarios.

CRMP Proposal to meet challenges Operational Competence

In response to the challenges of operational competence, it is proposed the upskilling of a specialised team based in Telford to address critical areas such as rescues from height and confined spaces.

Aligned with the CFO's vision of developing specialisms at each of the wholetime stations, this team will provide a high level of response capability and support other stations, particularly on-call firefighters. The specialised team will be fully equipped to manage emergencies in elevated structures and confined spaces, ensuring the Service can meet evolving safety requirements, adhere to legislation, and respond effectively to local authority development plans, including new high-rise residential and commercial buildings.

This approach will enhance operational readiness and resilience, enabling the Service to manage complex incidents more effectively across the region.

[Link to full data analysis and review](#)

Operational Excellence

6.3.2 Meeting the challenges of New Energy systems

Risk

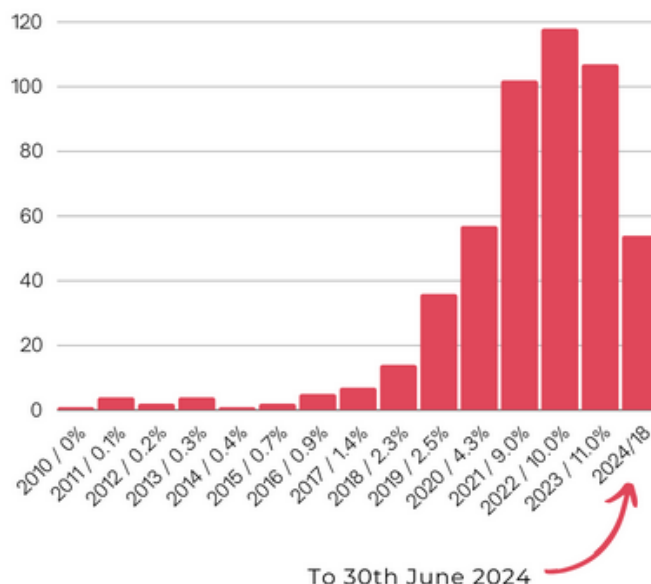
The increasing use of new technologies, such as battery storage units, electric vehicles (cars, buses, scooters), and solar farms, presents significant challenges for the Service. Battery storage units, especially those used in large-scale energy projects, pose a heightened risk due to the potential for thermal runaway. This dangerous reaction can cause intense fires that are difficult to control and can release toxic fumes, making firefighting efforts more complex.

Electric vehicles and scooters also introduce new risks. When their batteries catch fire, they can reignite even after being extinguished, requiring additional attention and resources to ensure the fire is fully suppressed.

Solar farms, increasingly prevalent as part of the shift towards renewable energy, create electrical hazards that are particularly difficult to manage during incidents. Exposed to weather extremes, these systems can cause electrical fires that may be hard to detect and extinguish.

EV BATTERY FIRE INCIDENTS YEAR ON YEAR

Incidents jumped in 2021 and 2022, primarily due to a fault during manufacturing of battery cells that were used in two major brands. The number of incidents dropped slightly in 2023 as those EVs were recalled and battery packs replaced.



Current Approach to minimise Risk

The Service currently addresses incidents involving new energy systems, such as battery storage units and electric vehicles, by applying large quantities of water over an extended period. This approach is necessary to control intense fires, particularly those caused by battery thermal runaway, which can be difficult to extinguish. However, the use of sustained water application can lead to significant disruption for both the public and businesses, as it often requires prolonged firefighting efforts.

Given the relatively new nature of these technologies, specialised techniques and equipment are only now emerging in the market. As a result, many fire services, including SFRS, are currently utilising traditional firefighting methods. Many services are now exploring the use of advanced equipment specifically designed for incidents involving new energy systems. The complexity of these incidents highlights the ongoing need for fire services to adapt to the evolving risks associated with modern energy technologies.

CRMP Proposal to Meet the challenges of New Energy systems

To effectively manage the risks posed by new energy technologies, it is proposed the Service enhance its training, equipment, and expertise in this field. Specialised training for operational crews to address the specific hazards associated with battery storage units, electric vehicles, and solar farms.

This training will ensure crews are equipped with the knowledge and skills to safely manage incidents involving these technologies. Additionally, upgrading firefighting equipment to include tools designed for these emerging risks to improve safety and efficiency. To significantly reduce the impact of such incidents on the public and businesses

[Link to full data analysis and review](#)

Operational Excellence

6.3.3 Fire Service Attendance standard

Risk

The speed and efficiency of fire service response are critical in mitigating the risks posed by emergencies. Nationally, there has been increasing attention on establishing clear and accountable standards for fire service attendance. The Fire Brigades Union (FBU) recently emphasised this in their "Firefighter Manifesto," which highlights the importance of reliable response times to protect public safety and ensure effective emergency management. The manifesto calls for consistent attendance standards to enhance transparency and accountability across fire services.

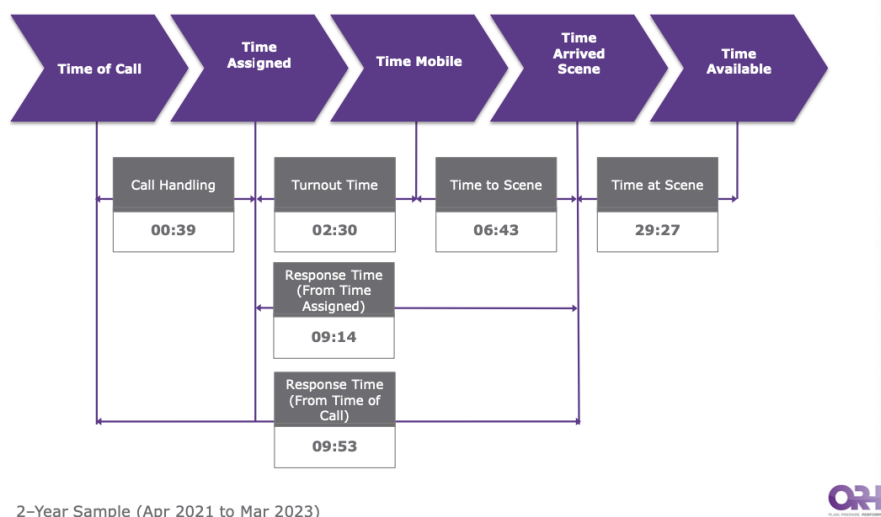
Additionally, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) is actively collecting attendance data for benchmarking. This will provide a comprehensive view of performance and help identify areas where improvements can be made. Delays in attendance can significantly increase the risk to life and property, particularly in high-risk areas. Clear, reliable attendance standards are vital for ensuring the effectiveness of fire services, reducing the impact of emergencies, and improving community safety across the UK.

Current Approach

The Service closely monitors its response times to ensure efficient emergency management. Data from April 2021 to March 2023 reveals the mean first response time is approximately 9 minutes and 14 seconds, from receiving the call to arriving at the scene. This time includes several stages: call handling, turnout time, and travel time.

Call handlers in fire control process emergency calls swiftly and dispatch the nearest resources, while operational crews mobilise and travel to the incident. Response times are influenced by factors such as time of day, incident location, and traffic conditions. Urban areas typically experience faster

response times due to shorter travel distances, while rural areas often see longer response times due to increased travel distances and challenging terrains.



CRMP Proposal to adapt the Fire Service Attendance standard

It is proposed the Service establish distinct standards for both call handling and mobilisation times to enhance transparency and accountability. This would 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 national move to clarify emergency response times and responsibilities, supporting consistent and efficient service delivery.

[Link to full data analysis and review](#)

Operational Excellence

6.3.4 Strategic Aerial Appliance Capability

Risk

Shropshire’s evolving risk profile, particularly in medium and high-rise buildings, presents specific challenges for emergency response. Buildings with occupied floors over 18 meters, such as The Haybridge, Apley Court, Reynolds House, and Richards House, pose significant risks due to the complexity of firefighting, large numbers of occupants, and difficult evacuation routes. While high-rise fires in Shropshire are less frequent than the national average, the Grenfell Tower Inquiry and subsequent reports have highlighted the critical need for an effective capability to manage significant fires in high-rise premises. This includes the ability to apply water efficiently and conduct rescues under complex conditions.

The recommendations from the Grenfell Inquiry stress the importance of preparedness for incidents in tall structures, where rapid escalation can present severe risks to both individuals and emergency responders.

Additionally, with advancements in safe working at height legislation and the development of rescue capabilities, the Service’s aerial appliances are increasingly deployed to domestic dwellings and areas with difficult access.

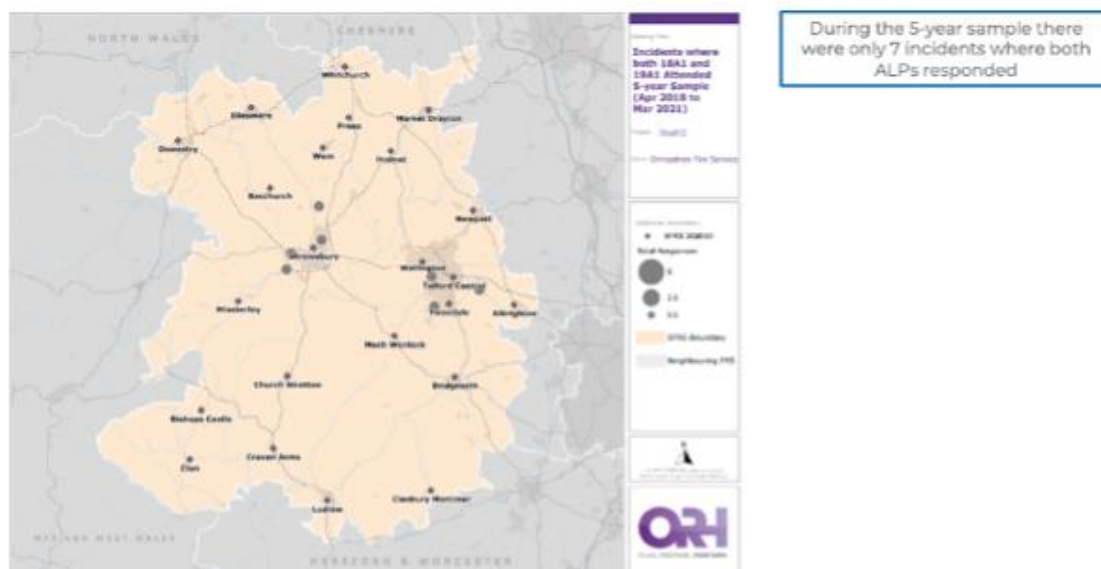
This growing demand stretches the current aerial capability, originally designed for high-rise incidents, to cover a wider range of incident types.

Current Approach to minimise Risk

The Service currently operates two aerial appliances, based at Shrewsbury and Telford Central. Both appliances are capable of operating up to 32 meters in height and are substantial in size, making them versatile tools for a range of firefighting and rescue operations. While they are equipped with rescue platforms, they are frequently deployed to large-scale fires as water towers and are predominantly used to minimise risk by supporting safe working at height.

Both aerial appliances are nearing the end of their operational life, with a budget allocated for their replacement. Recent refurbishments have extended their operational life into the 2025 CRMP cycle. However, due to their size, there are occasions when access and operating space can be challenging, especially in confined urban areas.

Analysis over the past five years has shown that both aerial appliances were deployed simultaneously on only seven occasions. This data highlights the relatively low frequency of dual deployments and suggests that while having two aerial appliances provides flexibility, there is minimal operational overlap.



CRMP Proposal 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.

[Link to data Analysis](#)

7 Next Steps

The next phase in the development of the Community Risk Management Plan (CRMP) for 2025-onwards will involve presenting the emerging priorities to the Fire Authority for discussion and consideration. Following this, the service will enter a period of formal consultation with the public, staff, and key stakeholders. This consultation process will be essential in ensuring that the CRMP reflects the views and needs of the community and operational personnel.

To ensure the success of the formal consultation process, the support and engagement of the Fire Authority will be invaluable. By endorsing and promoting the consultation, both internally and externally, it will help to drive meaningful participation and provide critical oversight. By actively engaging with the consultation, the Fire Authority can help to highlight the importance of the CRMP and demonstrate a commitment to collaborative working.

Involvement will not only add legitimacy to the process but will also ensure that the feedback gathered is comprehensive, representative, and aligned with the strategic objectives of the service. This partnership will add value in shaping a CRMP that truly addresses the risks and needs of local communities and supports staff in delivering effective services.

8 Capacity

The proposals laid out within the report, will draw capacity from day-to-day activities to review and analyse the potential impact on the service.

9 Fire Alliance / Collaboration / Partnership Working

The CRMP will foster collaborative working and drive this agenda forward.

10 Financial Implications

The proposed initiatives aimed at enhancing community safety and operational efficiency are expected to have a significant financial impact on the service's budget and resource allocation. Implementing new technologies, upgrading equipment, and restructuring response teams involve initial costs that need thorough consideration.

A comprehensive impact assessment will be conducted as these proposals are developed further. This assessment will detail the expected costs, potential savings, and long-term financial sustainability of each initiative.

11 Legal Comment

The proposed changes and enhancements within the service carry potential legal implications that warrant careful examination. These include compliance with new safety regulations, adherence to environmental laws in light of climate change initiatives, and navigating the legal landscape of technological adoption, such as the use of electric vehicles and renewable energy sources. Additionally, any restructuring and the development of specialised response teams must align with employment laws and contractual obligations.

To address these complexities, a full legal impact assessment will be conducted as the proposals are refined and developed further.

12 Communications

The Service has produced a comprehensive communications strategy to accompany the CRMP process, which is constantly being reviewed and refined to meet the need of both internal and external stakeholders.

13 Community Safety

The proposed initiatives aimed at evolving and enhancing our service's capabilities are designed with a primary focus on improving community safety. From addressing the risks associated with climate change and road traffic collision incidents to adapting to the challenges of new technologies and urban expansion, each proposal carries significant implications for the well-being and safety of the communities of Shropshire.

14 Environmental

There are no environmental impacts arising from this report or relevant UN Sustainability Goals.

15 Equality Impact Assessment

At present there are no equality or diversity implications from this report. As the proposals are developed further, a e-EQIA will be required for each proposal.

16 Health and Safety

There are no health and safety impacts arising from this report.

17 Fire Standard Core Code of Ethics and Human Rights (including Data Protection)

The proposed initiatives within the Service are poised to bring about transformative changes in operational procedures, community engagement, and technological integration. As these proposals are further developed, it is imperative to assess their alignment with the Fire Standards Core Code of Ethics and Human Rights legislation.

18 ICT

There are no ICT impacts arising from this report.

19 Insurance

The introduction of new proposals within the fire service, aiming to enhance operational efficiency and community safety, inevitably carries implications for insurance. These proposals, ranging from technological advancements and equipment upgrades to structural reorganisations and specialised response capabilities, could significantly impact the service's insurance requirements and liabilities. A full impact assessment will be conducted if the proposals are developed further

20 The On Call Service

On Call firefighters play a crucial role in the service's ability to respond to emergencies, and any changes in operational procedures, training requirements, or equipment could directly affect their capacity to serve effectively. A full impact assessment will be conducted if the proposals are developed further

21 Public Value / Service Delivery

By focusing on operational improvements, technological advancements, and enhanced community engagement strategies, these proposals are designed to increase the efficiency, effectiveness, and reach of fire service operations.

22 Reputation

There are no reputational impacts arising from this report.

23 Security

There are no security impacts arising from this report.

24 Training

With the introduction of any of the proposals, there is the potential for more tailored and relevant training programs, directly addressing local risks and challenges. This could lead to a more skilled and adaptable firefighting workforce, better prepared for a diverse range of emergency scenarios.

25 Appendices

[SFRS CRMP 2025-28 Scope](#)

[SFRS CFO Vision](#)

[SFRS CRMP 2025-28 PESTLE Analysis](#)

[SFRS CRMP 2025-28 Operational SWOT](#)

[SFRS CRMP 2025-28 EQIA](#)

[SFRS CRMP 2025-28 Evidence Base](#)

[SFRS CRMP 2025-28 IRS & FSR Data Analysis](#)

26 Background Papers

[SFRS Community Risk Management Plan 2021-25](#)