

ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service



Meeting	Performance & Resources Board	Agenda Item	5b
Meeting Date	29 May 2019	Report Number	19-129
Report Author:	Assistant Director – Business Planning and Performance		
Presented By	Rick Hylton, Deputy Chief Fire Officer		
Subject	Strategic Planning		
Type of Report:	Information		

RECOMMENDATIONS

1. The members of Performance and Resource Board are asked to note the content of this paper.

BACKGROUND

2. The Fire and Rescue plan sets the Strategic Direction for the Service. Following the launch of the Fire and Rescue Plan work has been underway to consider how the Service plans strategically to ensure delivery and provides assurance against the priorities set by the plan.
3. A Strategic Planning Timeline to illustrate how our approach to planning across the Service will align to the Fire and Rescue Plan has been developed. The timeline is attached as Appendix 1.
4. In line with the Strategic Planning Timeline work is now underway in the Service to develop the Strategic Plan for 20/21. This will be a strategic plan that details what activities will be undertaken in the year and will also provide the foundation for Directors to formulate their Directorate Plans ahead of budget builds and the performance and development review cycle. Therefore creating a thread through from Fire and Rescue plan to individual's performance and development reviews.
5. Whilst work is underway to create the Strategic Plan for 20/21 work is also being undertaken to align activity identified in the existing 2 years business plans and emerging activity to the Fire and Rescue Plan priorities.
6. As well as the Fire and Rescue Plan the Service have a number of avenues that identify emerging activity that the Service are required to deliver to achieve continued improvement. These include Audits (external and internal), IRMP and Continuous Improvement (e.g. Peer Review, HMICFRS). Historically, the Service would have created an individual action plan in response to each avenue. The Service is now bringing together the activity identifier avenues and incorporating these into one plan, the Strategic Plan. This is illustrated in Appendix 2.

7. Progress and performance against the Strategic Plan will be monitored and reported as an output by the Continuous Improvement Board.

NEXT STEPS

8. Align and incorporate existing business planning activity and emerging activity into the strategic plan for 19/20.
9. Create strategic plan for 20/21 to inform the budget build process for 20/21.
10. Support Directors in the creation of Directorate Plans for 20/21.

BENEFITS AND RISK IMPLICATIONS

11. The proposed timeline and supporting processes will provide a streamlined and structured approach for the Service in producing and monitoring Business Plans.
12. The process will also provide a golden thread from identification of a priority at a strategic level through to delivery and ultimately to the objectives of our staff.
13. The business planning process will be relevant to most Strategic Risks and in particular to the following;-
 - a. SRR150004 – Failure to Deliver the Local Business Case
 - b. SRR150017 – Failure to plan effectively in line with the Civil Contingencies Act (2004) leading to an inadequate response
 - c. SRR150018 – The Service does not deliver changes set out in the 2020 programme
 - d. SRR150024 – Failure to collaborate effectively

FINANCIAL IMPLICATIONS

12. There are no additional financial implications arising from the proposals within this paper

EQUALITY AND DIVERSITY IMPLICATIONS

13. There are no additional implications arising from the proposals within this paper

WORKFORCE ENGAGEMENT

14. There are no additional implications arising from the proposals within this paper

LEGAL IMPLICATIONS

15. A police, fire and crime commissioner (PFCC) must additionally produce a fire and rescue plan. The Government's expectation is that this plan should inform the IRMP which should in turn outline how the PFCC's priorities will be met.

HEALTH AND SAFETY IMPLICATIONS

16. There are no additional implications arising from the proposals within this paper