

Consolidated 2020 Strategic Planning Process

Report of Chief Fire Officer

For further information about this report please contact Paul Raymond, Chief Fire Officer, on 01743 260201 or Steve Worrall, Assistant Chief Fire Officer on 01743 260204.

1 Purpose of Report

This report set out proposals for the implementation of the Member-led, consolidated 2020 strategic planning process. The process spans an 18 to 24 month period with the outcome being a costed, long-term strategic Integrated Risk Management Plan (IRMP). The proposals set out have been discussed and agreed in principle by the Fire Authority.

2 Recommendations

The Committee is requested to:

- a) Consider the proposals set out within this report; and, if approved,
- b) Instruct officers, working in conjunction with members of the Strategic Risk and Planning Working Group (STRaP), to prepare and bring to the Fire Authority, in July 2012, a formal programme brief for implementation of the process.

3 Background

The consolidated 2020 strategic planning process aims to align and unite a number of past planning processes (see report 7) and introduces the concept of scenario-based planning to create the Fire Authority's '2020 Strategy'.

The approach provides a means for the Fire Authority, through structured, two-way consultation with staff and the community, to create a range of potential scenarios, to which the Service might be exposed in future years. The scenarios developed will consist of a set of external issues, over which the Authority has little or, in all probability, no influence (examples of such issues are climate change, terrorism, the economy, inflation, and an aging population).

In addition it will also look at any internal issues, over which the Service may have some control, such as service demographic etc.

Having narrowed down a broad range of scenarios to those most likely to occur, the Authority and Service can then develop, in conjunction with staff / community / partners an appropriate number of costed IRMP strategies capable of dealing with, or mitigating, the risks posed. The agreed IRMP strategies will shape the Service for the next eight to ten years (and beyond), identifying any major changes or challenges that may require significant lead-in times to achieve a seamless shift from current to future structures / functions / practices etc.

4 Implementation of the 2020 Strategic Planning Process

The report 'Consolidated 2020 Strategic Planning Process', presented to the Fire Authority in April, set out a detailed overview of the process. Whilst the report will act as the agreed reference document, the basic concepts of the process are relatively simple. In terms of the overall approach to forecasting it can be divided into three main groups of activities, which are, generally speaking, common to all long-range forecasting processes:

1. **Environmental Analysis** – where we ask staff and the community to think how the future might look in, say, ten years' time.
2. **Scenario Planning and Validation** – where we take an initial broad range of scenarios (seven to ten) and narrow them down to a small number (two to three) of likely scenarios and compare the current IRMP to them.
3. **Strategy Development** – where we develop and prepare a range of costed IRMP strategies to provide long-term community safety and assurance.

The process will undoubtedly evolve and be subject to continuous development and refinement, and is likely to span an 18 to 24 month period.

Subject to Member approval, the process will involve two distinct activities:

- **Preparation activities** – where members of STRaP and officers will prepare, develop, discuss and agree underpinning details and process issues. These details / process issues will, in the initial instance, be summarised within a Programme Brief document, prepared for consideration and approval by the Fire Authority prior to the formal commencement of workshop activities.
- **Workshop activities** – where Members will lead two-way staff and community workshops / consultation sessions. As with the Public Value review process, the aim of these workshops will be to secure the maximum participation of staff / community to achieve a level of ownership of the scenarios identified and IRMP solutions developed.

A series of three workshops are proposed, with each series likely to include approximately 40 sessions over an 18-month period.

The key steps of the process and an indicative timeline are set out at the appendix to this report.

During the timeline shown it is also proposed to link into the work of the Chief Fire Officers Association (CFOA), which has recently launched its own 2020 scenario-based planning strategy and the Federation of European Union (FEU) Fire Officer Associations. The FEU has recently launched the *Pan European Fire Strategy 2020 - A safer Europe for all.*¹

5 Consolidation of Existing Planning Processes

The proposals set out within this report cannot operate on the basis of scenario planning in isolation. The existing integrated strategic planning process sets out the financial framework and timeframes, in which the Fire Authority is obliged to operate (see report 7).

6 Financial Implications

Any minor costs of administering the process agreed by the Fire Authority will be met from within existing budgets.

7 Legal Comment

Section 21 of the Fire and Rescue Services Act 2004 provides the statutory authority for the Fire Service National Framework and requires fire authorities to have regard to the Framework in carrying out their functions. The Framework sets out requirements to produce an IRMP.

8 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Human resources 5 Part 2) and have determined that there are no discriminatory practices or differential impacts upon specific groups arising from this report. An initial Equality Impact Assessment has not, therefore, been completed.

9 Appendix

Key Steps and Time-Line for Scenario Planning

10 Background Reports

Shropshire and Wrekin Fire and Rescue Authority
25 April 2012, Report 9 - Consolidated 2020 Strategic Planning Process

¹ http://www.previ.be/pdf/FEU_2012.pdf

Key Steps and Time-Line for Scenario Planning

