

2020 Strategic Planning Process

Report of the Chief Fire Officer

For further information about this report please contact Paul Raymond, Chief Fire Officer, on 01743 260205 or Andy Johnson, Head of Operational Planning, on 01743 260287.

1 Purpose of Report

This report informs Members of the Strategic Planning Process, which is proposed in order to develop the Fire Authority's Strategic Integrated Risk Management Plan.

2 Recommendations

The Fire Authority is asked to consider and, if appropriate, approve the 2020 Project Plan

3 Background

At its December 2012 meeting, Members of the Fire Authority received a report, which summarised the outcomes from the 2020 Scenario Planning work, undertaken by officers and Members of the Strategic Risk and Planning Group (StRaP) during 2012. The report highlighted what officers, Members and Service staff feel are the significant uncertainties facing the Service over the next eight years.

This was the first step in the Authority's longer-term strategic planning process. The ultimate aim of this process is to develop a flexible Strategic Plan that is capable of ensuring that the Authority meets all of the pressures placed upon all public services, in general, and the Fire and Rescue Service in particular. This includes:

1. Meeting the changing needs of Shropshire's communities, by undertaking a thorough review of its Strategic Integrated Risk Management Plan (IRMP);

2. Planning to meet the pressures that arise from having a much reduced budget, by ensuring the Service's Public Value process looks further into the future; and
3. Meeting the requirements of the new Fire and Rescue Service National Framework Document, particularly with regard to undertaking a gap analysis for all foreseeable local, cross-border and national risks.

The first step, in what is necessarily a large and complex process, has now been completed. This report informs Members of the project put in place to ensure that all of the work to be undertaken can be completed in time for the Authority's meeting in December 2013.

The Project consists of eight phases, detailed timelines for which are provided in the appendix to this report.

4 Phase 1: Project Start Up - Governance Arrangements 7 January to 13 February 2013

The 2020 Project Plan is developed by officers and Members of STRaP. The Plan is forwarded to the Fire Authority for consideration and approval.

This report represents the final part of Phase 1 and asks Members to consider and, if appropriate, approve the 2020 Project Plan.

5 Phase 2: Risk Management Information System Development 7 January to 15 February 2013

This phase involves the development of the Management Information System (MIS) that will be required to support the 2020 Process. This includes:

- A Risk Information Tool;
- A Response Standards Tool;
- A Financial Impact Tool;
- A Business Fire Safety Tool; and
- A Station Area Risk Tool.

6 Phase 3: Risk Reviews and Population of 2020 MIS 4 to 28 February 2013

The MIS will then be used to review the local, cross-border and national risks, including:

- Those on the UK National Risk Register;
- Those on the Local Resilience Forum Risk Register;
- The 2020 Risks, highlighted in the December report to the Fire Authority;
- The outcomes from the Operational Assurance process, undertaken during 2012;
- Those properties for which the Service holds contingency plans; and
- All relevant commercial properties in the County.

7 Phase 4: Options Development

4 to 28 March 2013

During phase 4, officers consider all of the information collated during phase 3 and use it to carry out a Capability Gap Analysis, as required by the new Fire and Rescue Service National Framework Document. Various proposals for change will then be identified, during a workshop involving officers and staff representative bodies, which could help the Service to meet the demands likely to be placed upon it between now and 2020.

An options appraisal methodology will also be developed during this phase, which will enable officers and Members to consider and compare all proposals.

The outputs from this phase will be considered by StRaP, prior to the initial consultation with the wider staff group commences.

8 Phase 5: Consultation Exercise

1 April to 21 June 2013

This round of consultation, the first of two within this process, will be aimed at:

- Raising awareness with staff and other stakeholders of the need for additional savings to be found by the Service, following the budget announcement in December;
- Seeking feedback on the initial proposals put forward during Phase 4; and
- Seeking alternative ideas for how the required changes could be achieved.

StRaP will be involved in the consultation process, to the extent that it is possible.

9 Phase 6: Options Refinement

Timeframe: 24 June to 10 July 2013

Officers and Member of StRaP will then reflect on the feedback, obtained from the initial round of consultation, utilising the options appraisal methodology, as appropriate, before putting forward their recommendations for a number of 'Preferred Options' to the Fire Authority in July.

10 Phase 7: Consultation on Preferred Options

11 July to 11 December 2013

Officers and StRaP will then consult with staff, their representative bodies and the Public on these 'Preferred Options'.

StRaP will then review the results from the consultation, prior to making Final recommendations to Fire Authority at its meeting in December.

11 Phase 8: Programme Implementation

1 January 2014 onwards

The final phase of the Project will be for the Service to develop a plan that is capable of implementing the 2020 Change Programme, agreed by the Fire Authority in the previous phase.

12 Financial Implications

There are no direct financial implications arising from this report.

13 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 and, in doing so, plan for all 'foreseeable risk'. The proposals set out within this report address these requirements.

14 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.

15 Appendix

Shropshire Fire and Rescue Service 2020 Project Plan 2013,
Version 3 DRAFT

16 Background Papers

Shropshire and Wrekin Fire and Rescue Authority
12 December 2012, Report 10 - 2020 Strategic Planning Process Summary
Phase One Outcomes

2020 Project Plan 2013 (v3)					
ID	Task Name	Duration	Start	Finish	Resource Names
0	2020 Project Plan 2013 (v3)	273 days	Mon 07/01/13	Wed 22/01/14	
1	Phase 1: Project Start Up - Governance Arrangements	28 days	Mon 07/01/13	Wed 13/02/13	
2	STRaP Group Approval of 2020 Project Plan	1 day	Mon 07/01/13	Mon 07/01/13	STRaP Members
3	Development of Project PID	3 days	Tue 08/01/13	Thu 10/01/13	Ops Dept & Prog Office
4	SMT Discussion & Approval	1 day	Wed 16/01/13	Wed 16/01/13	SMT
5	Summary Report of 2020 Project Plan to CFA for Approval	1 day	Wed 13/02/13	Wed 13/02/13	Fire Authority
6	Phase 2: Risk MIS Development	30 days	Mon 07/01/13	Fri 15/02/13	
7	Development of '2020-MIS'	25 days	Mon 07/01/13	Fri 08/02/13	Perf Info Office
8	Evaluation of '2020-MIS'	4 days	Mon 11/02/13	Thu 14/02/13	Ops Dept & Prog Office, Perf Info Office
9	Approval of '2020-MIS'	1 day	Fri 15/02/13	Fri 15/02/13	Executive
10	Phase 3: Risk Review and population of '2020-MIS'	19 days	Mon 04/02/13	Thu 28/02/13	Ops Dept
11	Review of UK National Risk Register	9 days	Mon 18/02/13	Thu 28/02/13	Ops Dept
12	Review of LRF Risk Register	9 days	Mon 18/02/13	Thu 28/02/13	Ops Dept
13	Review of 2020 Risks	9 days	Mon 18/02/13	Thu 28/02/13	Ops Dept
14	Review of OpA Risks	9 days	Mon 18/02/13	Thu 28/02/13	Ops Dept
15	Review of 7(ii)d Risks	9 days	Mon 18/02/13	Thu 28/02/13	Ops Dept
16	Review of BFS Risks	9 days	Mon 18/02/13	Thu 28/02/13	BFS
17	Phase 4: Risk -v- Budget Option Development	19 days	Mon 04/03/13	Thu 28/03/13	
18	Risk -v- Budget Analysis	3 days	Mon 04/03/13	Wed 06/03/13	Finance,Excutive,Ops Dept,Prog Office
19	Draft Capability Gap Analysis	2 days	Mon 11/03/13	Tue 12/03/13	Ops Dept
20	Outline Options Development	2 days	Wed 13/03/13	Thu 14/03/13	Ops Dept & Prog Office
21	Options Development (Grey Sky Thinking Workshop)	1 day	Wed 20/03/13	Wed 20/03/13	SMT,Officers,Rep Bodies

2020 Project Plan 2013 (v3)

ID	Task Name	Duration	Start	Finish	Resource Names
22	Development of Options Appraisal Methodology	2 days	Thu 14/03/13	Fri 15/03/13	Ops Dept & Prog Office
23	Finalise & Agree Capability Gap Analysis	2 days	Mon 18/03/13	Tue 19/03/13	Ops Dept & Prog Office
24	SMT Discussion & Approval	1 day	Wed 27/03/13	Wed 27/03/13	SMT
25	STRaP Group Review	1 day	Thu 28/03/13	Thu 28/03/13	STRaP Members
26	Phase 5: Consultation Exercise - Options Available	60 days	Mon 01/04/13	Fri 21/06/13	STRaP Members & SMT
27	Staff/Rep Bodies Consultation	60 days	Mon 01/04/13	Fri 21/06/13	STRaP Members & SMT
28	Public/LJC/Stakeholder Consultation	60 days	Mon 01/04/13	Fri 21/06/13	STRaP Members & SMT
29	Partner Consultation	60 days	Mon 01/04/13	Fri 21/06/13	STRaP Members & SMT
30	Review of Consultation Outcomes	2 days	Mon 24/06/13	Tue 25/06/13	Ops Dept & Prog Office
31	Phase 6: Risk -v- Budget Option Refinement	13 days	Mon 24/06/13	Wed 10/07/13	
32	Options Refinement	1 day	Mon 24/06/13	Mon 24/06/13	Ops Dept & Prog Office
33	Capability Gap Analysis Refinement	1 day	Tue 25/06/13	Tue 25/06/13	Ops Dept & Prog Office
34	SMT Discussion & Approval	1 day	Wed 26/06/13	Wed 26/06/13	SMT
35	STRaP Group Review	1 day	Fri 28/06/13	Fri 28/06/13	STRaP Members
36	Recommendations to Fire Authority	1 day	Wed 10/07/13	Wed 10/07/13	Fire Authority
37	Phase 7: Consultation - Preferred Options	110 days	Thu 11/07/13	Wed 11/12/13	
38	Staff/Rep Bodies/Public Consultation	60 days	Thu 11/07/13	Wed 02/10/13	SMT & STRaP Members
39	Review of Consultation Outcomes	15 days	Thu 03/10/13	Wed 23/10/13	Ops Dept & Prog Office
40	SMT Discussion & Approval	1 day	Wed 20/11/13	Wed 20/11/13	SMT
41	STRaP Group Review	1 day	Thu 24/10/13	Thu 24/10/13	STRaP Members
42	Final Recommendations to Fire Authority	1 day	Wed 11/12/13	Wed 11/12/13	Fire Authority
43	Phase 8: Programme Implementation & Project Closure	30 days	Thu 12/12/13	Wed 22/01/14	
44	Development of '2020' Change Programme	20 days	Thu 12/12/13	Wed 08/01/14	Ops Dept & Prog Office

2020 Project Plan 2013 (v3)

ID	Task Name	Duration	Start	Finish	Resource Names
45	STRaP Group Review and Approval of 2020 Change Plan	1 day	Thu 09/01/14	Thu 09/01/14	STRaP Members
46	Implementation of '2020' Change Programme	1 day	Fri 10/01/14	Fri 10/01/14	Ops Dept & Prog Office
47	Project Review & Closure	5 days	Mon 13/01/14	Fri 17/01/14	Prog Office
48	End Project Report for Review	1 day	Wed 22/01/14	Wed 22/01/14	STRaP Members