

## Strategy and Resources Committee Work Plan 2010 / 2011

### Report of the Chief Fire Officer

For further information about this report please contact Paul Raymond, Chief Fire Officer, on 01743 260201 or Sharon Lloyd, Corporate Services Manager, on 01743 260210.

### 1 Purpose of Report

This report reviews progress against the Strategy and Resources Committee 2009 / 2010 Work Plan and seeks to put forward a 2010 / 2011 Work Plan for consideration and approval by Members.

### 2

#### Recommendations

Members are asked to:

- a) Note progress made against the Strategy and Resources Committee 2009 / 2010 Work Plan; and
- b) Approve the Work Plan 2010 / 2011, attached as an appendix, subject to any amendments/ comments they may wish to make.

### 3 Background

In March 2009 the Strategy and Resources Committee approved its 2009 / 2010 Work Plan, the first formal work plan to be adopted by the Committee. The Plan set out in a structured manner what its activities would be throughout the year, thus ensuring that the responsibilities imposed by its terms of reference would be carried out in a timely manner and that no deadlines would be missed.

## **4 Review of 2009 / 2010 Work Plan**

Officers have carried out a review of the 2009 / 2010 Work Plan and attached at Appendix A to this report is a copy of the Plan, showing in the 'Completion Date' column (in bold italics) the progress made against each action listed.

## **5 Proposed 2010 / 2011 Work Plan**

During the review officers also considered what activities should be included in the 2010 / 2011 Work Plan, taking into account any recent developments. Attached at Appendix B to this report is a draft 2010 / 2011 Work Plan, outlining all of the actions which, it is expected, the Committee will need to carry out during the coming year.

The Committee will note that the responsibility for undertaking these actions varies but includes this Committee, the Chair of the Committee, the Chief Fire Officer, Assistant Chief Fire Officer, Treasurer, Principal Accountant, and other relevant officers, when required.

The Committee is asked to provide any comments or suggestions with regard to the attached draft Work Plan and approve the contents.

## **6 Financial Implications**

There are no direct financial implications attached to the approval of the Work Plan itself. There may, however, be financial implications associated with a number of the actions listed, for which individual reports will be brought to the Committee as necessary, detailing those specific implications.

## **7 Legal Comment**

The Strategy and Resources Committee is not legally required to have in place a Work Plan. This does, however, represent good practice. The decision to approve the Work Plan will not affect the discretion of the Committee during the forthcoming year, as it can, at subsequent meetings, decide to amend the Work Plan, if it is necessary to do so.

## **8 Equality Impact Assessment**

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have decided that there are no discriminatory practices or differential impacts upon specific groups arising specifically from this report. An Initial Equality Impact Assessment has not, therefore, been completed. It is possible, however, that such assessments may be required in respect of individual actions contained within the Work Plan and these will be completed at the appropriate time.

## 9 Appendices

### Appendix A

Progress against Strategy and Resources Committee Work Plan 2009 / 2010

### Appendix B

Proposed Strategy and Resources Committee Work Plan 2010 / 2011

## 10 Background Papers

There are no background papers associated with this report.

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balanced Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	*
Capacity		Member Involvement	*
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Efficiency Savings		Retained	
Environmental		Risk and Insurance	
Financial	*	Staff	
Fire Control/Fire Link		Strategic Planning	
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	*

## **Strategy and Resources Committee Work Plan April 2009 to March 2010**

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
1	Review Terms of Reference of the Committee	Strategy and Resources Committee assisted by the Chief Fire Officer, Treasurer and Corporate Services Manager	May 2009 to go to the Fire Authority's Annual Meeting in July 2009 <b>Completed May 2009 (item 7)</b>
2	Receive presentation on progress with, and give feedback on, the Medium Term Financial Plan	Strategy and Resources Committee, Chief Fire Officer and Treasurer	May 2009 <b>Completed May 2009 (item 5)</b>
3	Approve any actions set out in report on financial performance and report any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	May 2009. Any virements approved to go to the Fire Authority's June 2009 meeting <b>Completed May 2009 (item 6)</b>
4	Receive progress report on capital activity and finance	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	May 2009 <b>Completed May 2009 (item 9)</b>
5	Receive a summary report on corporate risk management	Strategy and Resources Committee and Head of Performance and Risk	May 2009 <b>Completed May 2009 (items 10 and 12)</b>
6	Establish Role Descriptions for the Chair and Vice-Chair of the Committee	Strategy and Resources Committee, assisted by the Treasurer and Corporate Services Manager, following consultation with the Chair and Vice-Chair of the Committee	May 2009 to go to the Fire Authority's Annual Meeting in July 2009 <b>Completed May 2009 ( item 8)</b>

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
7	Elect Chair and Appoint Vice-Chair	Strategy and Resources Committee	September 2009  <b>Completed September 2009 (items 1 and 2)</b>
8	Approve and recommend to the Fire Authority a financial planning strategy for 2010/11	Strategy and Resources Committee and Treasurer	September 2009 to go to the Fire Authority's October 2009 meeting  <b>Completed and went to October 2009 Fire Authority meeting</b>
9	Approve any actions set out in report on financial performance and report any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	September 2009. Any virements approved to go to Fire Authority's October 2009 meeting  <b>Completed September 2009 (item 10)</b>
10	Receive reports on: <ul style="list-style-type: none"> <li>• Capital update on activity and finance;</li> <li>• Annual treasury report 2008/09</li> <li>• Use of capital 2009</li> <li>• Asset stewardship 2009</li> </ul>	Strategy and Resources Committee and: <ul style="list-style-type: none"> <li>• Chief Fire Officer and Programme Manager</li> <li>• Chief Fire Officer and Treasurer</li> <li>• Chief Fire Officer and Head of Resources</li> <li>• Chief Fire Officer and Head of Resources</li> </ul>	September 2009  <b>Completed September 2009: Item 9</b>  <b>Item 10</b> <b>Item 11</b> <b>Item 12</b>

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
11	Receive a summary report on corporate risk management	Strategy and Resources Committee and Head of Performance and Risk	September 2009  <b>Completed September 2009 (items 14 and 16)</b>

12	Approve any actions set out in report on financial performance and recommend any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	November 2009. Any virements approved to go to Fire Authority's December 2009 meeting  <b>Completed November 2009 (item 7)</b>
13	Approve 2010/11 and later years' revenue and capital budgets for consideration by the Fire Authority	Strategy and Resources Committee and Treasurer	November 2009 to go to the Fire Authority's December 2009 meeting  <b>Completed and went to December 2009 Fire Authority meeting</b>
14	Receive reports on: <ul style="list-style-type: none"> <li>• Base budget plus committed change;</li> <li>• Pay and prices assumptions;</li> <li>• Efficiencies 2010/11 and forward budgets;</li> <li>• Service developments 2010/11;</li> </ul>	Strategy and Resources Committee and: <ul style="list-style-type: none"> <li>• Treasurer and Principal Accountant</li> <li>• Treasurer</li> <li>• Treasurer</li> <li>• Chief Fire Officer and Programme Manager</li> </ul>	November 2009 to go to the Fire Authority' December 2009 meeting  <b>Completed and went to December 2009 Fire Authority meeting</b>

	Action	Who is responsible	Completion Date
14 cont.	<ul style="list-style-type: none"> <li>• Capital Programme 2010/11 to 2014/15; and</li> <li>• Provisions, reserves and funds</li> </ul> <p>and presentation on What if? and IRMP update and make recommendations to the Fire Authority</p>	<ul style="list-style-type: none"> <li>• Treasurer</li> <li>• Treasurer</li> </ul> <p>Chief Fire Officer</p>	
15	Receive progress report on capital activity and finance	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	<p>November 2009</p> <p><b>Completed November 2009 (item 6)</b></p>
16	Approve any actions set out in report on financial performance and recommend any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	<p>January 2010. Any virements approved to go to Fire Authority's February 2010 meeting</p> <p><b>Completed November 2009 (item 5)</b></p>
17	Receive progress report on capital activity and finance	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	<p>January 2010</p> <p><b>Completed November 2009 (item 10)</b></p>

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
18	Consider and comment upon Fire Authority improvement priorities 2010/11	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	January 2010  <i>Went direct to February 2010 Fire Authority meeting, as no change proposed</i>
19	Receive budget strategy consultation presentation	Strategy and Resources Committee, Chief Fire Officer and Treasurer	January 2010  <i>Completed January 2010 (item 6)</i>
20	Receive feedback from Public Scrutiny Panels	Strategy and Resources Committee, Chief Fire Officer and Treasurer	January 2010  <i>Completed January 2010 (item 6)</i>
21	Consider the adequacy of provisions and reserves and robustness of budget and make recommendations to the Fire Authority	Strategy and Resources Committee and Treasurer	January 2010 to go to the February 2010 meeting of the Fire Authority  <i>Completed and went to January 2010 Fire Authority meeting</i>
22	Agree 3-year capital programmes, Prudential Guidelines, including Treasury Management Strategy Statement, Investment Strategy and Policy on Minimum Revenue Provision for recommendation to the Fire Authority	Strategy and Resources Committee and Treasurer	January 2010 to go to February 2010 meeting of Fire Authority  <i>Completed and went to January 2010 Fire Authority meeting</i>



	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
23	Consider revisions to revenue budget and final budget plan and finalise a revenue budget proposal for consideration by the Fire Authority	Strategy and Resources Committee	January 2010 to go to February 2010 meeting of Fire Authority  <b>Completed and went to February 2010 Fire Authority meeting</b>
24	Receive corporate risk management summary report	Strategy and Resources Committee and Head of Performance and Risk	January 2010  <b>Completed January 2010 (items 14 and 16)</b>

25	Consider and approve structure of Medium Term Financial Plan	Strategy and Resources Committee and Chief Fire Officer	March 2010  <b>On March 2010 agenda (item 7)</b>
26	Fire Authority Corporate Plan 2010	Strategy and Resources Committee and Assistant Chief Fire Officer	March 2010  <b>On March 2010 agenda (item 8)</b>
27	Set performance targets for 2010/11 to 2012/13	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	March 2010  <b>On March 2010 agenda (item 9)</b>
28	Review Treasury Management practices	Strategy and Resources Committee and Treasurer	March 2010  <b>To go to Audit and Performance Management Committee (as per Fire Authority decision of 29.4.09)</b>

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
29	Approve Committee's 2010/11 Work Plan	Strategy and Resources Committee, Chief Fire Officer, Treasurer and Corporate Services Manager	March 2010  <b><i>On March 2010 agenda (item 5)</i></b>
30	Prepare an Annual Report on the work of the Committee for submission to the Fire Authority	Chair of Strategy and Resources Committee, Chief Fire Officer, Treasurer and Corporate Services Manager	March 2010 to go to April 2010 meeting of the Fire Authority  <b><i>On March 2010 agenda (item 6)</i></b>
31	Ensure provision of appropriate training for all Members of the Committee	Chief Fire Officer, Assistant Chief Officer, Treasurer, Principal Accountant and external agencies, where appropriate	Ongoing  <b><i>Sessions (open to all Members) took place in:</i></b>  <ul style="list-style-type: none"> <li>• <b><i>July 2009 on the Final Accounts and Medium Term Financial Plan; and</i></b></li> <li>• <b><i>January 2010 on the budget setting process and monitoring and control</i></b></li> </ul>

## Strategy and Resources Committee Work Plan April 2010 to March 2011

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
1	Review Terms of Reference of the Committee	Strategy and Resources Committee assisted by the Chief Fire Officer, Treasurer and Corporate Services Manager	May 2010 to go to the Fire Authority's Annual Meeting in July 2010
2	Update report on the Medium Term Financial Plan	Strategy and Resources Committee, Chief Fire Officer and Treasurer	May 2010
3	Approve any actions set out in report on financial performance and report any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	May 2010. Any virements approved to go to the Fire Authority's June 2010 meeting
4	Receive progress report on capital activity and finance	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	May 2010
5	Receive a summary report on corporate risk management	Strategy and Resources Committee and Head of Operations and Risk	May 2010
6	Review Role Descriptions for the Chair and Vice-Chair of the Committee	Strategy and Resources Committee, assisted by the Treasurer and Corporate Services Manager, following consultation with the Chair and Vice-Chair of the Committee	May 2010 to go to the Fire Authority's Annual Meeting in July 2010
7	Receive a report on the work of the Strategic Risk and Planning Working Group	Strategy and Resources Committee and Assistant Chief Fire Officer	May 2010 to go to the June 2010 Fire Authority meeting

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
8	Elect Chair and Appoint Vice-Chair	Strategy and Resources Committee	September 2010
9	Approve and recommend to the Fire Authority a financial planning strategy for 2010/11	Strategy and Resources Committee and Treasurer	September 2010 to go to the Fire Authority's October 2010 meeting
10	Approve any actions set out in report on financial performance and report any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	September 2010. Any virements approved to go to Fire Authority's October 2010 meeting
11	Receive reports on: <ul style="list-style-type: none"> <li>• Capital update on activity and finance;</li> <li>• Annual treasury report 2009/10</li> <li>• Use of capital 2010</li> <li>• Asset stewardship 2010</li> </ul>	Strategy and Resources Committee and: <ul style="list-style-type: none"> <li>• Chief Fire Officer and Programme Manager</li> <li>• Chief Fire Officer and Treasurer</li> <li>• Chief Fire Officer and Head of Resources</li> <li>• Chief Fire Officer and Head of Resources</li> </ul>	September 2010
12	Receive a report on procurement strategies	Strategy and Resources Committee and Head of Resources	September 2010
13	Receive a summary report on corporate risk management	Strategy and Resources Committee and Head of Operations and Risk	September 2010
14	Receive a report from the Strategic Risk and Planning Working Group	Strategy and Resources Committee and Assistant Chief Fire Officer	September 2010

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
15	Approve any actions set out in report on financial performance and recommend any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	November 2010. Any virements approved to go to Fire Authority's December 2010 meeting
16	Approve 2011/12 and later years' revenue and capital budgets for consideration by the Fire Authority	Strategy and Resources Committee and Treasurer	November 2010 to go to the Fire Authority's December 2010 meeting
17	<p>Receive reports on:</p> <ul style="list-style-type: none"> <li>• Base budget plus committed change;</li> <li>• Pay and prices assumptions;</li> <li>• Efficiencies 2011/12 and forward budgets;</li> <li>• Service developments 2011/12;</li> <li>• Capital Programme 2011/12 to 2015/16; and</li> <li>• Provisions, reserves and funds</li> <li>• Work of the Strategic Risk and Planning Working Group</li> </ul> <p>and make recommendations to the Fire Authority</p>	<p>Strategy and Resources Committee and:</p> <ul style="list-style-type: none"> <li>• Treasurer and Principal Accountant</li> <li>• Treasurer</li> <li>• Treasurer</li> <li>• Chief Fire Officer and Programme Manager</li> <li>• Treasurer</li> <li>• Treasurer</li> <li>• Chief Fire Officer</li> </ul>	November 2010 to go to the Fire Authority's December 2010 meeting
18	Receive progress report on capital activity and finance	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	November 2010

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19	Approve any actions set out in report on financial performance and recommend any virements to the Fire Authority	Strategy and Resources Committee, Treasurer and Principal Accountant	January 2011. Any virements approved to go to Fire Authority's February 2011 meeting
20	Receive progress report on capital activity and finance	Strategy and Resources Committee, Chief Fire Officer and Programme Manager	January 2011
21	Receive budget strategy consultation presentation	Strategy and Resources Committee, Chief Fire Officer and Treasurer	January 2011
22	Receive feedback from Public Scrutiny Panels	Strategy and Resources Committee, Chief Fire Officer and Treasurer	January 2011
23	Consider the adequacy of provisions and reserves and robustness of budget and make recommendations to the Fire Authority	Strategy and Resources Committee and Treasurer	January 2011 to go to the February 2011 meeting of the Fire Authority
24	Agree 3-year capital programmes, Prudential Guidelines, including Treasury Management Strategy Statement, Investment Strategy and Policy on Minimum Revenue Provision for recommendation to the Fire Authority	Strategy and Resources Committee and Treasurer	January 2011 to go to February 2011 meeting of Fire Authority
25	Consider revisions to revenue budget and final budget plan and finalise a revenue budget proposal for consideration by the Fire Authority	Strategy and Resources Committee	January 2011 to go to February 2011 meeting of Fire Authority

	<b>Action</b>	<b>Who is responsible</b>	<b>Completion Date</b>
26	Receive corporate risk management summary report	Strategy and Resources Committee and Head of Operations and Risk	January 2011

27	Consider and approve structure of Medium Term Financial Plan	Strategy and Resources Committee and Chief Fire Officer	March 2011
28	Fire Authority Corporate Plan 2010	Strategy and Resources Committee and Assistant Chief Fire Officer	March 2011
29	Set performance targets for 2010/11 to 2012/13	Strategy and Resources Committee, Assistant Chief Fire Officer and Programme Manager	March 2011
30	Approve Committee's 2011/12 Work Plan	Strategy and Resources Committee, Chief Fire Officer, Treasurer and Corporate Services Manager	March 2011
31	Prepare an Annual Report on the work of the Committee for submission to the Fire Authority	Chair of Strategy and Resources Committee, Chief Fire Officer, Treasurer and Corporate Services Manager	March 2011 to go to April 2011 meeting of the Fire Authority
32	Ensure provision of appropriate training for all Members of the Committee	Chief Fire Officer, Assistant Chief Officer, Treasurer, Principal Accountant and external agencies, where appropriate	Ongoing