

Integrated Strategic Planning Process 2011/12

Report of the Chief Fire Officer

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1 Purpose of Report

This report outlines how the Service will continue to align service, financial and improvement planning, the result will culminate in the publication of the 2011/12 Corporate Plan and a five year joint medium term service and financial plan.

2 Recommendations

The Fire Authority is asked to:

- a) Agree the Strategic Planning timetable in appendix A; and
- b) Note the changes to Service, Financial and Improvement planning.

3 Background

The strategic planning process is built around a number of dependencies and milestones which overlap into three key areas: service, financial and improvement planning.

Following a review of service planning by officers during 2007/08 an integrated strategic planning process was developed in order to demonstrate a more joined up approach to the whole issue of planning. This process has continued in subsequent years until the introduction of Public Value which has resulted in a number of changes.

4 Changes to Service and Financial Planning

Changes to service and financial planning were agreed by the Strategy and Resources Committee at its meeting on the 20th May 2010. These changes included subsuming IRMP into the Public Value process and reviewing how the Medium Term Financial Plan (MTFP) is produced.

This was followed by an agreement at the Fire Authority meeting on the 16th June 2010 to agree that the MTFP become an all encompassing five year, joint medium term service and financial plan. This document will detail how the Service intends to develop, cost and implement future proposals/changes that will be identified as part of the public value process.

5 Changes to Improvement Planning

The third element of the strategic planning process has been improvement planning which traditionally covers two key areas:

- Improvements to the Service identified through IRMP;
- Improvements to the Service identified by the Audit Commission and through other internal and external audits.

As discussed above IRMP will now be subsumed within Public Value and as a consequence improvements to the Service will be considered through this process.

At its June 2010 meeting Members were informed that Comprehensive Area Assessment (CAA) had been abolished by the new Coalition Government. As yet there is no clarity on what shape any future performance assessment will take, if indeed any. Therefore improvement planning for 2011/12 will be limited to findings from internal audit and other external audits such as ISO 9001, 14001, etc.

Once it becomes clearer as to any future audit regime, whether it be the Audit Commission or another body, this will be factored into the Strategic Planning Process.

6 Financial Implications

There are no financial implications arising directly from this report.

7 Legal Comment

There are no legal implications arising directly from this report

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 from this report. An Initial Equality Impact Assessment has not, therefore, been completed.

9 Appendix

Strategic Planning Process

10 Background Papers

Report 7 – Strategy and Resources 20th May 2010 – Strategic Planning Process 2011/12 and the Medium Term Financial Plan.

Report 10 – Fire and Rescue Authority 16th June 2010 – Medium Term Financial Plan

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.

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

Strategic Planning Process

Month	Service Planning	Financial Planning
May	20th S&R note the role of Public Value within Strategic Planning Process	20th S&R note new proposals for the future production of the MTFP
June		16th June CFA receive draft MTFP and agree to changes to how the MTFP is produced.
July	<p>6th Public Value Workshop Review service requirements for 2010/11 – 2015/16 (Service developments, reductions, efficiencies and the development of five year options)</p> <p>8th Joint BWG/STRaP receives update on outcomes of Public Value workshop/budget monitoring</p> <p>21st CFA approve proposal for 2011/12 Strategic Planning timetable</p>	<p>8th Joint BWG/Strap receives update on outcomes of Public Value workshop/budget monitoring</p> <p>21st CFA agrees Service and Financial Planning Process 2011/12</p> <p>Officers review Directorate and Departmental Plans, revenue and capital budgets, together with financial plans with partner organisations.</p> <p>COG/SPG receives monthly reports on capital and revenue spending in line with progress on service plans. In particular, pay awards, price increases, prudential guidelines, efficiencies and the major projects monitoring including St Michael's Street/FireCon and Firelink.</p>

Month	Service Planning	Financial Planning
		<p>The risk register is reviewed together with the level, nature and potential calls on reserves. These processes then continue throughout the year.</p> <p>Directorate heads review service pressures and capital programmes. Bids or project appraisals are developed, as identified through Public Value process.</p> <p>Budget savings falling out of public Value are reviewed. A meeting of the Budget Working Group would be called to consider this review and other aspects of officers' work, in time to report to the Strategy and Resources Committee in September.</p> <p>Lead Officers and the Partnership Assessment Group (PAG) consider any partnership resource needs.</p>
August	<p>Public Participation</p> <p>Continue to develop 5 year options</p>	Tasks above continue throughout August
September	<p>Public Participation</p> <p>10th STRaP/BWG</p> <p>23rd S&R receive progress report from STRaP on Public Value work and set measures</p>	<p>Tasks above continue throughout September</p> <p>10th STRaP/BWG</p> <p>23rd S&R receive progress reports from officers and/or BWG on financial work and developments</p>

Month	Service Planning	Financial Planning
October	13th CFA receive progress report on the continued development of 5 year options	<p>13th CFA approves budget process, setting out the key issues it wishes officers to explore</p> <p>Officers update MTSFP</p> <p>Officers prepare reports on the budget, disaggregated in the way previously used, as follows:</p> <ul style="list-style-type: none"> i Changes to the base budget – i.e. the net cost of delivering the policies and services currently approved; ii Pay and Prices contingency – i.e. the sum required to meet pay awards and price increases that are not currently known and budgeted; iii Service efficiencies; iv Service growth and savings (presumed to flow from Public Value Process); v The cost, both capital and revenue, of new, and previously un-approved capital projects – i.e. new starts scheduled from 2011/12 onwards; and vi Changes to reserves and balances <p>20th Comprehensive Spending Review</p>
November	11th S&R Committee develop service and budget recommendations for CFA	

Month	Service Planning	Financial Planning
	<p>26th APMC receive report on monitoring responsibilities.</p> <p>Develop 2011/12 Corporate Plan and update 5 year MTSFP</p>	
December	Develop 2011/12 Corporate Plan and update 5 year MTSFP	<p>15th CFA agree a budget for both expenditure and income, which will form the basis for consultation with the public, local business and other stakeholders.</p> <p>Consultation on budget</p>
January	<p>Refine Corporate Plan and set performance targets</p> <p>Produce draft Corporate Plan 2011/12 and update 5 year MTSFP</p> <p>Officers develop Directorate/Departmental plans</p>	<p>Consultation on budget</p> <p>(Date TBA) S&R finalise budget proposal</p>
February	<p>(Date TBA) CFA agree 2009/10 Corporate Plan and MTFSP</p> <p>Officers develop Directorate/Departmental plans</p>	<p>(Date TBA) CFA agrees final budget for 2010/11 and later years and fixes the precept for 2010/11</p>
March	<p>(Date TBA) S&R agree performance targets</p> <p>Officers develop Directorate/Departmental plans</p>	Produce Budget Booklet

Month	Service Planning	Financial Planning
	Refine Corporate/Directorate/ Departmental plans	
	31 st Release Performance Summary	
April	1 st Corporate Plan 2011/12 and Directorate/Departmental plans come into effect	
	Develop Annual Report	
May	Develop Annual Report	(Date TBA) prepare the draft for the 2011/12 financial planning process.
June	(Date TBA) CFA agree Annual Report	(Date TBA) CFA agree Annual Statement of Accounts 2010/11
	30 th Release Annual Report	