

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

15 FEBRUARY 2010

1. CORPORATE STRATEGY

Joint report of the Chief Fire Officer and Treasurer.

RECOMMENDED

- 1.1 THAT the Authority notes the progress being made to update and refresh the Corporate Strategy for 2010/13.
- 1.2 THAT the Authority considers and approves the corporate priorities and strategy statements relating to the work that we intend to focus our resources on. (These have been circulated under separate cover to Members prior to the meeting.)

2. PURPOSE OF REPORT

This report is submitted to inform Members of the progress being made in preparing the 2010/13 Corporate Strategy¹ and outlines proposed changes to the document. Members are asked to approve the priorities and strategy statements to enable further work to be completed to develop the Strategy and supporting delivery plans.

3. BACKGROUND

- 3.1 The Fire and Rescue National Framework is a strategic plan which sets out the Government's priorities and objectives for the Fire and Rescue Service. It outlines the outcomes Government expects to see delivered by Fire and Rescue Authorities and Regional Management Boards across the range of their functions. Each Fire and Rescue Authority must produce a publicly available plan covering at least a three year time span which is regularly reviewed and revised and reflects up to date risk information and evaluation of service delivery outcomes.

¹ The name of the document is being considered and may change

- 3.2 As part of the process of reviewing the Service's three year Corporate Strategy document it is proposed to develop an electronic Corporate Strategy with hyperlinks to supporting documents, plans and other strategies. The Corporate Strategy will be underpinned by a number of action plans, outlining how the Corporate Strategy is to be delivered which will be monitored, reviewed and reported upon on a quarterly basis.
- 3.3 The Corporate Strategy will contain information pertaining to the direction of the organisation and will be monitored, reviewed and refreshed as appropriate. The Corporate Strategy will outline the strategic priorities, the high level objectives and broad areas of activity for the forthcoming three year period. It will be informed by a range of influences, risk management analysis and importantly, the outcomes from the recent consultation undertaken with customers, FRA members and other stakeholders.
- 3.4 The Corporate Strategy will provide customers and stakeholders with immediate and current information on our organisational plans, priorities and risk in their local area, along with how the Service and our partners plan to address these and the outcomes that we intend to achieve. This approach will need to be developed and refined over the next 12 months to ensure that all supporting documents are hyperlinked.
- 3.5 This approach will also enable the Service to demonstrate more visibly that effective links are in place joining the strategy, delivery plans, Corporate Risk and performance. In this way it will be a significant improvement on earlier documents which provided a 'snapshot in time' and which were stand alone documents which could be out of date shortly after publication. This approach will also remove the need to produce a separate Annual Service Plan document; there is no statutory duty to continue to do so.
- 3.6 The approach provides the flexibility to update and refresh the Corporate Strategy and to be more responsive to external influences. This will ensure that emerging themes or changes in direction can be more regularly reviewed and considered. It would also enable the Service to demonstrate more visibly the links between the Corporate Strategy and the work that we are undertaking.

- 3.7 The advantages of this approach will also be to reduce costs of printing in line with the Value for Money Strategy and reduce the amount of hard copies and paper in line with the Environment Strategy.
- 3.8 A limited number of hard copies will still be available which will provide the high level overview including a signpost to our internet site or other documents to find out more about the plans and work that we do. The strategy will be refreshed as a minimum on an annual basis.
- 3.9 An Annual Report will continue to be prepared outlining past achievement and performance.
- 3.10 The Executive Committee will be asked to approve the final version of the Corporate Strategy on 15 March 2010.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required. An Equality Impact Assessment will be undertaken before the Corporate Strategy is finalised.

5. **LEGAL IMPLICATIONS**

There are no legal implications arising from the contents of this report.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report.

BACKGROUND PAPERS

Fire and Rescue Service National Framework 2008-2011

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CHIEF FIRE OFFICER

STUART KELLAS
TREASURER