

Report of the Chief Fire Officer

Core Strategies

Purpose of report

1. This report summarises steps that have been taken to review the Core Strategies to ensure these strategies remain focused, effective and complies with relevant standards and developments.
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Recommendation

It is recommended that the Fire Authority note that steps have been taken to review the three Core Strategies.

Introduction and Background

2. The Community Risk Management Plan 2021-2025 (CRMP) and the Medium Term Financial Plan (MTFP) guide and direct the overall strategic aims of the Service. These drive everything we do, and underpin our mission of delivering high quality and sustainable services to our communities.
3. To complement and focus our strategic aims the Service launched three Core Strategies in July 2021:
 - Prevention Strategy 2021-2025
 - Protection Strategy 2021-2025
 - Response Strategy 2021-2025
4. The Service reports progress against our strategic aims annually in the [Annual Service Review](#).
5. In September 2022 the Core Strategies were reviewed, as they had been in place for 12 months. The purpose of the review was to ensure these strategies remain focused, effective and complies with relevant standards and developments.

Findings and Actions from the Review

6. Relevant members of the Strategic Leadership Board (SLB) took time with their teams to review whether amendments to the core strategy for their area of work required updating.
7. The strategic planning review process explored the following questions:

- What has worked and what hasn't worked in the past 12 months?
 - What has changed in our environment?
 - What do we take out and what new things do we put into the strategic plan?
8. Generally, the core content of the Strategies was found have provided a clear strategic direction and to be still relevant to guide priorities across the Service. However, there were some notable areas of development nationally that required acknowledgment and commitment.
 9. The Fire Standards Board (FSB), set up to oversee the identification, organisation, development and maintenance of professional Standards for fire and rescue services in England has released a variety of National professional Standards which are a key component of continuous improvement in any sector. They form a point of focus, against which performance can be measured and further improvement or new requirements be identified. It is important that these are reflected in our Core Strategies so reference to these have now been included.
 10. Since initial inception of the Core Strategies a national [Core Code of Ethics for Fire and Rescue Services in England](#) has been developed in partnership with the National Fire Chiefs Council, Local Government Association, and the Association of Police and Crime Commissioners to support a consistent approach to ethics, including behaviours, by fire and rescue services in England.
 11. Having a national Core Code of Ethics will help to improve the organisational culture and workforce diversity ensuring that communities are supported in the best way. It is important that this is recognised as a core strategic aim so it is now reflected in all three Core Strategies.
 12. To ensure progress against the Strategies and supporting delivery plans can be measured, a review of the reporting framework and key performance indicators has also been undertaken. Each strategy indicates headline measures to be achieved and confirms that progress is reported at regular intervals.
 13. The Strategic Leadership Board will continue to keep the Core Strategies under regular review and receive performance reports and oversight of progress. This will ensure that strategies and day-to-day operations are all directed toward achieving set priorities.
 14. To reflect the need for agile delivery to reflect the changing needs of our local communities and workforce, a sentence has been added to all Strategies to explain we are flexible enough to adapt to changing circumstances as needed.
 15. The Policy and Resources Committee receive a quarterly performance report. The Full Authority will continue to receive an annual summary in the form of the Annual Service Review.

16. Similarly, core aims for the following year will be reported to the Fire Authority in the form of the Annual Service Plan – providing a golden thread through to the overarching aims as outlined in the CRMP which provides an overview of the fire and rescue-related risks faced by the communities we serve, and sets out our high-level plans for tackling those risks through our prevention, protection and emergency response services.

Conclusion

17. The Strategic Leadership Board will continue to keep the Core Strategies under regular review and make relevant adjustments as necessary.

Corporate Considerations

<p>Resource Implications (identify any financial, legal, property or human resources issues)</p>	<p>None at present.</p>
<p>Strategic Policy Links & Core Code of Ethics (Identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)</p>	<p>The areas included link with the Annual Service Review and Annual Service Plan and the strategic objectives of the Service as outlined in the CRMP, the three Core Strategies and the People Strategy. The Core Strategies promote and bring life to the five ethical principles.</p>
<p>Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).</p>	<p>Relevant data is fed into the Health & Safety Committee as appropriate.</p>
<p>Consultation (identify any public or other consultation that has been carried out on this matter)</p>	<p>None.</p>
<p>Equalities (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>No, the report concerns overarching strategic aims. Equality Impact Assessments will be carried out as required for projects, policies and initiatives linked to delivering the relevant strategy.</p>
<p>Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>Not required – no personal data is identified.</p>