

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No. 6

MEETING: FIRE AUTHORITY 13 DECEMBER 2021

SUBJECT: TWFRS STRATEGY 2025

JOINT REPORT OF THE CHIEF FIRE OFFICER/CHIEF EXECUTIVE (THE CLERK TO THE AUTHORITY) THE FINANCE DIRECTOR AND THE PERSONNEL ADVISOR TO THE AUTHORITY

1 INTRODUCTION

- 1.1 The purpose of this report is to present the new five year Strategy for Tyne and Wear Fire and Rescue Service (TWFRS Strategy 2025) to Fire Authority for information. A schematic of how the strategy aligns with the services business planning arrangements is attached at Appendix A.
- 1.2 In July 2020, the Executive Leadership Team (ELT) gave approval for a full review of the corporate plan / strategy and associated strategic planning documents.
Consultation with ELT and Senior Leadership Team (SLT), and research into how other organisations present their corporate strategy and associated plans has been undertaken and has informed the development of the new TWFRS Strategy 2025.
- 1.3 The new TWFRS Strategy 2025 separates the corporate strategy from the Integrated Risk Management Plan (IRMP), which were previously combined as one document named the 'Strategic Community Safety Plan'. As these two documents were previously combined, the result was that the single document was presented at FA for approval even although it was only the IRMP that requires approval, as the strategy sets out how the Chief Fire Officer will deliver the direction agreed by the FA within the IRMP and associated plans.
- 1.4 The Tyne and Wear Fire and Rescue Authority IRMP 2021-24 was approved by the FA in September / October meetings of 2021 and is owned by the FA.

2 BACKGROUND

- 2.1 TWFRS has had a corporate plan for over 15 years, and the plan has evolved throughout that period. As our strategic planning process matures, there was a need to review our process to ensure they remain fit for purpose now, and in the future.

2.2 Activities that have been undertaken to review our approach include:
Consultation with ELT and SLT to consider:

- The content of the strategy
- The name of the corporate document
- The vision, mission and corporate goals, for appropriateness
- The most effective presentation of our strategy and plans.

Consideration of how modern communication methods and technology can enhance communication and understanding of corporate strategy, goals and priorities.

How we communicate objectives and purpose of the corporate plan to staff, to improve understanding of the link between their personal objectives and the corporate goals and vision.

3 RISK MANAGEMENT

3.1 Clear, concise, well communicated and understood corporate strategy and associated strategic plans, underpin all organisational planning and supports our ability to plan for the future, providing necessary assurance to Fire Authority and the public. An absence of such strategy and strategic plans poses a risk to this ability to plan, and manage resources, effectively and efficiently. In this respect all risks have been considered and are tolerable.

4 FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications in respect of this report.

5 EQUALITY AND FAIRNESS IMPLICATIONS

5.1 There are no equality and fairness implications in respect of this report.

6 HEALTH AND SAFETY IMPLICATIONS

6.1 There are no health and safety implications in respect of this report.

7 RECOMMENDATIONS

7.1 The Authority is recommended to:

- a) Note the report and associated TWFRS strategy 2025.

BACKGROUND PAPERS

The under mentioned Background Papers refer to the subject matter of the above report:

- TWFRS Strategy 2025

Appendix A. TWFRS Strategic Planning Framework



