

## Strategic Planning Process Timetable 2026/27

### Report of the Chief Fire Officer

For further information about this report please contact Simon Hardiman, Chief Fire Officer, on 01743 260201 or Karen Gowreesunker, Assistant Chief Fire Officer, on 01743 260267.

### 1 Executive Summary

This report outlines how the Service will continue to align service, financial and improvement planning, the result of which will culminate in the 2026/27 budget, the publication of the 2026/27 Annual Plan, the Service Plan 2025 – 2028 and the Medium Term Financial Plan (MTFP) 2025 – 28.

### 2 Recommendations

The Fire Authority is asked to note the contents of the report and agree the timetable set out in the appendix.

### 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.

### 4 Strategic Planning Process

The timetable at the Appendix sets out the activities, which will be undertaken by officers over the coming months and outlines the reports and documents that will be presented to Members for approval.

### 5 Planning Documents

There are a number of documents which fall out of the planning process and a brief summary of each document is given overleaf.

**Annual Plan 2026/27**

A one-year summary document which outlines the Authority's Vision, Purpose, Aims, Performance Measures and Priorities over the coming financial year.

**Service Plan 2025 - 2028**

The Service Plan 2025-28 sets out for the Service its Vision, Strategic Goals and Priorities for the next three years. Strategic Goals and Priorities will enable delivery of the outcomes of the CRMP for 2025/28.

**Medium Term Financial Plan (MTFP) 2025 - 2028**

A three-year document that details how the Service intends to finance its ambitions, fund its capital programme and anticipate potential budget changes through modelling what / if scenarios.

**Annual Review (Annual Statement of Assurance) 2024/25**

This looks back over the previous financial year and summarises how the authority has achieved its aims, priorities and performance measures.

**6 Conclusions**

The Fire Authority is asked to note the contents of the report and agree the timetable set out in the appendix.

**7 Fire Alliance / Collaboration / Partnership Working**

The CRMP has already been developed and covers the period 2025 to 2028. This forms the central foundation of the three-year Service Plan and sets out how the Service's Prevention, Protection and Response activities will reduce the impact of risk on local communities.

**8 Financial Implications**

There are no direct financial implications associated with this report.

**9 Legal Comment**

There are no legal implications associated with this report.

**10 Appendix**

Strategic Planning Process Timetable 2026/27

**11 Background Papers**

There are no background papers associated with this report.

## Strategic Planning Process Timetable 2026/27

Month	Activity
June 2025	<p><b>Fire Authority</b></p> <ul style="list-style-type: none"> <li>• Receives the strategic planning process timetable 2026/27.</li> <li>• Considers key issues arising from the final accounts.</li> <li>• Budget carry forwards and reserves reported.</li> </ul> <p><b>The following activities commence in July and continue throughout the year:</b></p> <p>Officers review revenue and capital budgets, together with financial plans with partner organisations.</p> <p>Service Management Team (SMT) and Strategy and Resources Committee (S&amp;R) receives regular reports on capital and revenue spending / efficiencies (including pay guidelines).</p> <p>Service Programme Board (SPB) meets regularly to monitor Programme progress.</p> <p>The Risk Register is reviewed, together with the level and nature of, and potential calls on, reserves.</p> <p>The Annual Review 2024/25 (Annual Statement of Assurance) is developed.</p> <p>Lead officers and the Performance and Risk Group consider any partnership resource needs.</p> <p>Departmental heads review service pressures and capital programme.</p> <p>Growth bids and project appraisals are developed.</p>
July 2025	<p><b>Standards, Audit and Performance Committee</b></p> <ul style="list-style-type: none"> <li>• Receives the quarterly performance monitoring report.</li> </ul>
September 2025	<p><b>Standards, Audit and Performance Committee</b></p> <ul style="list-style-type: none"> <li>• Approves the Final Accounts, Annual Governance Statement 2024/25 and Improvement Plan 2026.</li> <li>• Considers Draft 2024/25 Annual Report (Annual Statement of Assurance).</li> <li>• Receives the quarterly performance monitoring report.</li> </ul>

<b>November 2025</b>	<p><b>Strategy and Resources Committee</b> develops 2026/27 service and budget recommendations for the Fire Authority to consider, which include the following:</p> <ul style="list-style-type: none"> <li>i Changes to the base budget, i.e. the net cost of delivering the policies and services currently approved.</li> <li>ii Pay and Prices contingency, i.e. the sum required to meet pay awards and price increases that are not currently known and budgeted.</li> <li>iii Service efficiencies.</li> <li>iv Service growth and savings.</li> <li>v The cost, both capital and revenue, of new, and previously un-approved, capital projects, i.e. new starts scheduled from 2026/27 onwards.</li> <li>vi Changes to reserves and balances.</li> </ul>
<b>December 2025</b>	<p><b>Standards, Audit and Performance Committee</b> receives the quarterly performance monitoring report.</p> <p><b>Fire Authority</b> receives 2026/27 service and budget recommendations from the Strategy and Resources Committee.</p> <p>Officers develop the 2026/27 Annual Plan and supporting departmental plans.</p>
<b>February 2026</b>	<p><b>Strategy and Resources Committee</b> finalises budget recommendations for 2026/27, capital programme and prudential guidelines.</p> <p><b>Fire Authority</b></p> <ul style="list-style-type: none"> <li>• Approves 2026/27 budget and sets the precept.</li> <li>• Considers the Draft 2026/27 Annual Plan</li> </ul> <p>Officers review Service measures and refine departmental plans.</p>
<b>March 2026</b>	<p><b>Strategy and Resources Committee</b> review and if necessary, amend the Service measures.</p> <p>Chair and Chief Fire Officer agree final version of the Annual Plan 2026/27 and accompanying strategic documents.</p>
<b>April 2026</b>	<p><b>Standards, Audit and Performance Committee</b> receives year-end performance report.</p> <p>The Annual Plan 2026/27 and supporting departmental plans come into effect.</p>

#### **Note**

The Strategic Advisory Group will be convened throughout the year to consider issues, prior to Strategy and Resources Committee and Fire Authority meetings.