Annual Governance Statement Improvement Plan 2019/20

Report of the Chief Fire Officer

For further information about this report please contact Rod Hammerton, Chief Fire Officer, on 01743 260205 or Ged Edwards, Planning, Performance and Communications Manager, on 01743 260208.

1   Purpose of Report

This report summarises the progress made to date against the improvements contained in the Annual Governance Statement (AGS) Improvement Plan 2019/20.

2   Recommendations

The Committee is asked to note the progress made against each of the improvements contained in the AGS Improvement Plan 2019/20.

3   Background

In accordance with authority delegated to it by the Fire Authority, the Standards, Audit and Performance Committee considered the draft Statement of Accounts 2018/19 at its July 2019 meeting.

The Statement of Accounts contains, as an appendix, a statement as to how effective the Authority's various systems of internal control have been in governing the risks, to which the Authority is exposed. This is known as the Annual Governance Statement or the AGS. Areas of the system of internal control that had been identified as requiring improvement were listed in the AGS and an action plan was developed to ensure that these improvements are progressed during the coming year (the AGS Improvement Plan 2019/20).

This Committee is responsible for monitoring the progress, which the Service makes against the Plan.

4   Monitoring Progress against the AGS Improvement Plan 2019/20

A copy of the AGS Improvement Plan 2019/20 is attached as an appendix to this report; progress against each of the planned activities is also included in the appendix.

As is the case with most plans, the activities included within it are often subject to change. This can be as a result of changes in the external environment that guides the work, as well as the internal environment that dictates whether the Service has the capacity to achieve its stated objectives. To ensure there is control over any slippage, the officers responsible for delivering this work must obtain approval from the Service Management Team (SMT) or Service Transformation Board (STB), if they require any variations to the current Plan. Such variations will also be reported to this committee.

5   Progress to Date

The 2019/20 Improvement Plan contains six areas for improvement. Progress against each of the work packages is summarised in the appendix.

6   Financial Implications

There are no financial implications arising from this report.

7   Legal Comment

There are no legal implications arising from this report.

8   Initial Impact Assessment

This report contains merely statements of fact / historical data. An Initial Impact Assessment is not, therefore, required.

9   Equality Impact Assessment

There are no equality or diversity implications arising from this report. An Equality Impact Assessment is not, therefore, required.

10   Appendix

Annual Governance Statement Improvement Plan 2019/20.

11   Background Papers

There are no background papers associated with this report.

Appendix to report on
Annual Governance Statement Improvement Plan 2019/20
Shropshire and Wrekin Fire and Rescue Authority
Standards, Audit and Performance Committee
5 December 2019

Annual Governance Statement Improvement Plan 2019/20

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
People	1	Continue to deliver the people strategy including the Wholetime and Fire Control shift changes. Carry out a review of the Retained Duty Service (RDS).	Germaine Worker Kevin Faulkner Simon Hardiman	The collective agreement is with the FBU regional/national committee and we are still awaiting an outcome. The report on the successes and challenges of the integrated crewing report has been delayed until 20 November in line with the stated original business case date. A draft collective agreement for the Flexible Crewing Duty System within Fire Control has been produced and shared with Representative Bodies for initial comment. The Retained Sustainability Project has been delayed by capacity within the team. A request for a temporary resource to assist with this will be presented at the corporate planning day on 25 November.	July 2020
Process	2	Through the Service Transformation Programme continue to replace paper-based processes with streamlined electronic workflows including standard test and reporting systems (STARS), provision of operational risk information systems (Poris), Electronic	Kev Faulkner Simon Hardiman Ged Edwards Joanne Coadey	The Risk Management System is live and is being used by operational staff. This has been further enhanced in terms of functionality with the frontline fleet roll out of Mobile Data Terminal 2 (MDT) on new devices, which concluded in July 2019.	July 2020

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
		Individual Development Record (EIDR) and operations department procedures.

Following migration to the new Finance, Payroll and electronic retained payments systems – develop internal processes to ensure full functionality and compliance within these systems. | | Work is now underway with SEED to determine future updates and also sharing of risk information over border.

As of 6/11/19 the costing for the STARS development has not yet been received.

In addition to the benefits realised through the procurement of the Learning pool total package, the system is also now being utilised to produce competency reporting, enabling a single point for competency records that can be viewed at all levels in detail based on permissions.

Progress is being made on developing new ways of working within the Finance department, introducing new processes and workstreams to audit and review new systems, and responding to internal audit recommendations still outstanding from previous audits. | |
| Systems/ Infrastructure | 3 | Improve security of the corporate network and continue to support the implementation of Emergency Services Network.

Introduce Integrated Communications Control System (ICCS). | Ged Edwards

Sally Edwards

Kevin Faulkner

Simon Hardiman | All replacement systems have now been introduced and are in operation across the Service.

Progress on follow on actions are listed below:
Awaiting advice from the ESN programme before scheduling the IT Health Check. | July 2020 |

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
		Complete Fire Service Rota (FSR) implementation. Introduce the leave management system. Introduce new functionality from the Learning Environment Online (LEO) system into the Service.		The Business Intelligence (BI) team have completed the procedure for loading data into the warehouse, and the reports for FSR are being developed for the dashboards. The Finance team will introduce order processing and invoice authorisation during December. Budget monitoring reports for managers revenue budgets have been introduced. Salary monitoring budget reports are yet to be done. The leave management module has now been built and is ready to be deployed.	
Building Facilities	4	Deliver the property strategy. To include Telford Central, refurbishment. Introduce improvements to station access and security at all SFRS sites.	Andrew Kelcey Sally Edwards	Designs and floor plans have been developed for Telford Central. Work has begun on the best ways to ensure continued service delivery during the works. Start on site is currently anticipated late 2020. There is a pilot at Albrighton taking place and the findings will be presented to the Service Transformation Board to seek an agreement on the specific requirements for the building control systems before going through the procurement process.	July 2020

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
Appliances/ Equipment	5	Deliver the fleet and equipment strategy. To include the introduction of three pumping appliances and the Incident Command Vehicle. Deliver the Service improvement workstreams of the Response Capability Programme Board.	Kevin Faulkner Simon Hardiman Andrew Kelcey	Following significant delay, the Mercedes chassis has been delivered to Emergency One for build of the Command vehicle. The CSU is expected to arrive within service by the end of December 2019 and "go live" first quarter of 2020 following upskilling of Command Support crews. Procurement of Incident Command software is now at the stage where the tendering process concluded on the 8th November and the sift will identify possible providers to attend the service and present their products, prior to awarding of contracts. This remains a joint procurement with H&W FRS. Five Appliances have been built delivered and introduced to the Service. Refurbishment and conversion works are underway to those appliances being reallocated from wholetime to on-call use.	July 2020
Collaboration	6	Develop the strategic alliance programme plan. Commence work on the new Community Risk Management Plan/ Integrated Risk Management Plan (CRMP/IRMP).	Guy Williams	The Strategic Alliance Plan has been created and agreed between to the CFO's and CFA's. Three key work streams have been identified as a priority: **IRMP** Alliance risk workshops have created a joint assessment of risk, communal high level actions including standardised outputs and outcomes. This process has also designed a	4-year plan 2018-22

SAP 5.12.19

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
				list of mutual performance measurements that can sit across the Alliance. Officers have commenced engagement meetings with all stations and departments to discuss both the process and the individuals perception of risk. A template for the IRMP has been agreed and signed off. Analysis of risks and modelling requirements are underway as is the development of solutions and innovations. **Fire Control** Options are being explored via a series of one-to-one meetings with key managers to review risks, issues, constraints, dependencies. Officers have continued to research lessons learnt from other Control projects in the Fire Sector, including meetings with West Midlands, Staffordshire and Nottinghamshire FRSs. An options appraisal workshop with representatives of both Services was held on 4th September 2019 and key baseline data (such as existing staff costs, ICT costs, retirement profiles and call data) has been collated. A final report will be drafted and is expected before Xmas 2019. **ICT** The Authority was previously informed that, following the independent review of current ICT provision across both Services, a recruitment process would take place to appoint a Strategic ICT Change Manager on	

SAP 5.12.19

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
				a 3-year fixed term contract. That process has now taken place and the appointment of Mark Jarvis has been made. Work is now underway to prepare a further report to the next Fire Alliance Strategic Board on 19th November 2019, which will include recommendations for future progress.	

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