

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 Audit and Performance Management Committee considered the draft Statement of Accounts 2017/18 at its July 2018 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.

Annual Governance Statement Improvement Plan 2019/20

AGS Improvement Plan Update April 2020

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	<p>The collective agreement is with the FBU regional/national committee and we are still awaiting an outcome.</p> <p>The report on the successes and challenges of the integrated crewing report has been delayed until November in line with the stated original business case date. This has gone through SMT and now been adopted as a way of working going forward.</p> <p>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 progression of this area will be reliant upon the outcomes of the Wholetime crewing model.</p> <p>The Retained Sustainability Project has been delayed by capacity within the team. A request for a temporary resource to assist with this was presented at the corporate planning day 25 November. This post has now been interviewed for; however, the successful candidate will not take up the post until we come out of the current restrictions put in place for the COVID19 outbreak.</p>	July 2020

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
Process	2	<p>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 Individual Development Record (EIDR) and operations department procedures.</p> <p>Following migration to the new Finance, Payroll and electronic retained payments systems – develop internal processes to ensure full functionality and compliance within these systems.</p>	<p>Kev Faulkner Simon Hardiman Ged Edwards Joanne Coadey</p>	<p>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. Work is now underway with SEED to determine future updates and also sharing of risk information over border. This will also factor in to the HMICFRS findings for all FRSs within the sector in relation to cross border information sharing</p> <p>The costing for the STARS development has not progressed.</p> <p>In addition to the benefits realised through the procurement of the Learning pool total package (LEO), 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. LEO is also enabling the Service to direct staff to remote learning, supporting our approach to mitigating the effects of Covid-19 outbreak.</p> <p>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. It was reported to Service Transformation Board in February that the completion dates on a number of tasks would now be September 2020</p>	July 2020
Systems / Infrastructure	3	<p>Improve security of the corporate network and continue to support the</p>	<p>Ged Edwards Sally Edwards Kevin Faulkner</p>	<p>IT Health Check was carried out in March and the report sent in April. A report highlighting the results is being drafted for circulation</p>	July 2020

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
		<p>implementation of Emergency Services Network.</p> <p>Introduce Integrated Communications Control System (ICCS).</p> <p>Complete Fire Service Rota (FSR) implementation.</p> <p>Introduce the leave management system.</p> <p>Introduce new functionality from the Learning Environment Online (LEO) system into the Service.</p>	Simon Hardiman	<p>ICCS implementation plan is underway although there is a dependency on the fibre connection being installed with no date for this at present.</p> <p>FSR dashboards are in testing and will shortly be demonstrated to the users.</p> <p>The leave management module has now been built and deployed. Green book staff are now using the application to book leave and record sickness.</p>	
Building Facilities	4	<p>Deliver the property strategy.</p> <p>To include Telford Central, refurbishment. Introduce improvements to station access and security at all SFRS sites.</p>	Andrew Kelcey Sally Edwards	<p>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.</p> <p>A planning application has been submitted and the architects are working to achieve a tender date of mid-late June. An assessment will need to be made whether a competitive process can be carried out at this time considering potential Covid impacts on contractors, sub-contractors and supply chains, the position with other major building projects, and risk appetite.</p> <p>Subject to the above, a start on site in late 2020 is still achievable.</p>	July 2020

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				<p>The findings of the pilot at Albrighton was presented to the Service Transformation Board and it was agreed that due to requests from a few more stations to be involved in the pilot that the pilot will be extended, and more feedback will be gathered.</p> <p>An award for window and door replacement at Ludlow, Bishops Castle, Church Stretton and Newport fire stations has been made under the national LHC framework for aluminium doors and windows.</p>	
Appliances/ Equipment	5	<p>Deliver the fleet and equipment strategy. To include the introduction of three pumping appliances and the Incident Command Vehicle.</p> <p>Deliver the Service improvement workstreams of the Response Capability Programme Board.</p>	<p>Kevin Faulkner</p> <p>Simon Hardiman</p> <p>Andrew Kelcey</p>	<p>Following significant delay, the Mercedes chassis has been delivered to Emergency One for build of the Command vehicle. The vehicle has now arrived and upskilling of Command Support crews is under way</p> <p>Procurement of Incident Command software continues with an award of contract being challenged by an alternative provider. H&WFRS procurement and legal team are trying to resolve this as part of the joint procurement project.</p> <p>Refurbishment and conversion works are complete to those appliances being reallocated from wholetime to on-call and training use.</p>	July 2020
Collaboration	6	<p>Develop the strategic alliance programme plan. Commence work on the new Community Risk Management Plan/ Integrated Risk Management Plan (CRMP/IRMP).</p>	Guy Williams	<p>The Strategic Alliance Plan has been created and agreed between to the CFO's and CFA's. Four key work streams have been identified as a priority:</p> <p>IRMP</p> <p>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 list of mutual performance measurements that can sit across the Alliance. Officers</p>	4-year plan 2018-22

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
				<p>have completed engagement meetings with all stations and departments to discuss the individuals perception of risk. A template for the IRMP has been agreed and signed off. Analysis of risks has been undertaken and modelling around an Alliance response standard have been concluded</p> <p>Fire Control Options appraisal report was provided following 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. Risk assessment and testing of current Control capability is being undertaken to support the next phase of this project. This is including national occupational learning and learning from both the Grenfell Tower and Manchester MEN Kerslake reports</p> <p>ICT The Strategic ICT Change Manager Mark Jarvis has provided as requested a report on his proposed change process. This provides detail and a timetable for change that will meet the Alliance ICT specifications</p> <p>Procurement Officers have drawn up a procurement strategy that has been approved by the Alliance Board. The strategy will support the ongoing delivery of tangible results through establishing a timetable of future needs and opportunities.</p>	