

# Annual Governance Statement Improvement Plan 2021/22

## Report of the Chief Fire Officer

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### 1 Executive Summary

This report summarises the progress made to date against the improvements contained in the Annual Governance Statement (AGS) Improvement Plan 2021/22.

### 2 Recommendations

The Committee is asked to note the progress made on the 2021/22 Improvement Plan

### 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 2020/21 at its September 2021 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 2021/22). This Committee is responsible for monitoring the progress, which the Service makes against the Plan

## **4 Monitoring Progress against the Annual Governance Statement Improvement Plan 2021/22**

A copy of the AGS Improvement Plan 2021/22 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 Conclusions**

The Committee is asked to note the progress made on the 2021/22 Improvement Plan.

## **6 Financial Implications**

Any significant budgetary implications, brought about by the improvements proposed in the Improvement Plan, have already been considered, either as part of the Fire Authority's budget planning process or within each Department's business planning process.

## **7 Legal Comment**

The AGS is a legal requirement under the Code of Practice on Local Authority Accounting in the United Kingdom and must be included in the Fire Authority's Annual Statement of Accounts

## **8 Equality Impact Assessment**

There are no equality or diversity implications arising from this report. An e-EQIA is not, therefore, required.

## **9 Appendix**

Annual Governance Statement Improvement Plan 2021/22

## **10 Background Papers**

There are no background papers associated with this report.

## Annual Governance Statement Improvement Plan 2021/22

<u>Area of Review</u>		<u>Improvement Required</u>	<u>Lead Officers</u>	<u>Progress to date</u>	<u>Reporting Year</u>
<u>People</u>	<u>1</u>	Continue to deliver the people strategy including the Wholetime and Fire Control shift changes. Produce and implement the actions identified in the On-Call Sustainability Review.	Germaine Worker Guy Williams Shaun Baker	<p>Wholetime shift changes. Reports are being submitted to the Senior Management Team (SMT) and early feedback assessment is promising.</p> <p>Fire Control shift system will be reviewed in 2022 with a view to a collective agreement being signed. This has been highlighted as a key workstream in the department plan for 2022/23.</p> <p>A closedown paper for the On-Call Sustainability Review went to March Service Transformation Board for Phase 1 of the project. A Project Initiation Document is currently being scoped out for the next phase of the On-Call Sustainability Review. Three key areas have been identified for exploration, migration, pay, and contracts. External member has been appointed to provide academic research into the key areas.</p>	July 2022

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<u>People</u>	<u>2</u>	Adopt the new fitness standard whilst assisting with the implementation of fitness support facilities via the refurbishment programme.	Guy Williams Adam Matthews Chris White	A new traffic light system will ensure those in the amber category receive bespoke 121 support plus quarterly assessments. This increased provision has been incorporated into the existing contract with the external fitness supplier.	July 2022
<u>Process</u>	<u>3</u>	Through the Service Transformation Programme continue to replace paper-based processes with streamlined electronic workflows. Following migration to the new Finance, Payroll and electronic retained payments systems – develop internal processes to ensure full functionality and compliance within these systems.	Guy Williams Shaun Baker Ged Edwards Joanne Coadey	The ordering process for goods and services has been reviewed by Worcester Internal Audit Shared Services and outcomes shared with Service Transformation Board, with changes to be implemented by June 2022.	July 2022
<u>Systems/ Infrastructure</u>	<u>4</u>	Improve security of the corporate network and continue to support the implementation of Emergency Services Network. Introduce Integrated Communications Control System (ICCS). Complete Fire Service Rota (FSR) implementation.	Ged Edwards Sally Edwards Guy Williams Shaun Baker	The new Integrated Communications Control System (ICCS) is now live in Shropshire Fire and Rescue Service (SFRS), some initial snagging areas have now been addressed and the system is currently stable.  Fire Service Rota (FSR) for all users has now been embedded. A Command & Control (C&C) upgrade	July 2022

<u>Area of Review</u>		<u>Improvement Required</u>	<u>Lead Officers</u>	<u>Progress to date</u>	<u>Reporting Year</u>
		Collaborate with Hereford and Worcester Fire and Rescue Service on the Learning Environment Online (LEO) system. Implement training activities synchronisation between LEO and EIDRs.		<p>for mobilising through Fire Service Rota (FSR) is being explored, a visit to Cleveland (who have FSR) will assist with this area of work.</p> <p>Opportunities to develop FSR and support On Call and the new wholtime shift system are being instigated.</p> <p>Hereford &amp; Worcester Fire and Rescue Service (HWFRS) are continuing the implementation of Learning Environment Online (LEO) SFRS staff have continued to provide technical support and advice during this initial phase. Eventually both services will benefit from a common platform, being able to access and share e-learning materials, collaborate on learning systems such as competency records and course/competency management.</p> <p>Training Records and Competency Recording System (TRaCS) has been developed on LEO for Fire Control staff aligned to National Operational Guidance (NOG)</p>	

<u>Area of Review</u>		<u>Improvement Required</u>	<u>Lead Officers</u>	<u>Progress to date</u>	<u>Reporting Year</u>
				<p>Officer competencies have been developed and are now live for all operational officers</p> <p>TRaCS is reported through the Service Transformation Board</p>	
<b><u>Building Facilities</u></b>	<u>5</u>	<p>Deliver the property capital schemes including the Telford Central Fire Station redevelopment project.</p> <p>Introduce improvements to station access and security at all SFRS sites.</p>	<p>Andrew Kelcey Sally Edwards</p>	<p>Capital investment is focussed on the corporate priorities of improving welfare facilities, fitness provision, environmental performance and physical and fire security.</p> <p>Works are on site at Telford and progressing, as planned.</p> <p>Telford Central was due for completion November 2022 but is likely to be delayed due to issues with the existing steel frame and supply chain issues.</p> <p>Works are on site at Ellesmere, Market Drayton, Whitchurch and Tweedale, and progressing, although delayed by technical and supply chain issues.</p> <p>Supply chain issues and high levels of inflation are causing problems with construction contracts, particularly</p>	<p>July 2022</p>

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				longer term and multi-trade projects. It is anticipated that these issues will continue for some time creating additional risk for both contractors and the Service. In order to minimise this risk, it is proposed that further investment be focussed on short-term single trade activities e.g. window and door replacement or solar panels.	
<u>Appliances/ Equipment</u>	<u>6</u>	<p>Deliver the fleet and equipment strategy. To include the introduction of three pumping appliances.</p> <p>Undertake benefits review of the Incident Command Vehicle. Deliver the Service improvement workstreams of the Response Capability Programme Board.</p>	Guy Williams Shaun Baker Andrew Kelcey	<p>Orders have been placed for 10 pumping appliances. The first 3 appliances are expected in March 2022, with the further 7 following in 2 batches.</p> <p>Incident Command vehicle is live, feedback following incidents with regards to performance is being fed back through the Service Transformation Board</p> <p>Response Capability Programme Board (RCPB) has now been disbanded with workstreams being aligned with a new programme board. Operational equipment and appliances will be monitored through a new governance structure (subject to SMT agreement March 2022)</p>	July 2022

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<u>Collaboration</u>	<u>7</u>	Support and monitor the strategic alliance programme plan as it evolves.  Commence work on the new Community Risk Management Plan (CRMP) year 1 outcomes.	Jan Morris	A refreshed governance structure has been put in place with actions now formally recorded and reviewed at meetings, with SFRS providing executive support. The Alliance Plan will be due for review at the end of the financial year 2021/22.  The first year's performance with the new CPIs was reported to Standards Audit and Performance in March 2022 with tolerance recommendations for 2022/23 agreed	July 2022