

Annual Governance Statement Improvement Plan 2018/19

Report of the Chief Fire Officer

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1 Purpose of Report

This report summarises the progress made to date against the improvements contained in the Annual Governance Statement (AGS) Improvement Plan 2018/19.

2 Recommendations

The Committee is asked to note the progress made against each of the improvements contained in the AGS Improvement Plan 2018/19.

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 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 2018/19).

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

4 Monitoring Progress against the AGS Improvement Plan 2018/19

A copy of the AGS Improvement Plan 2018/19 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 2018/19 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 2018/19

11 Background Papers

There are no background papers associated with this report.

Annual Governance Statement Improvement Plan 2018/19 Update September 2019

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 for the Wholetime Duty System was submitted to the FBU Executive for decision in July, we are awaiting a response.</p> <p>A report on the successes and challenges of the integrated crewing is to be presented at Senior Management Team (SMT) in September for a decision on continuing or ceasing this way of working.</p> <p>A draft collective agreement for the Flexible Crewing Duty System within Fire Control has been produced. Officers are currently awaiting the outcomes of the submission of the wholetime collective agreement in relation the claiming back of monies, prior to meeting with Representative Bodies to progress. This will ensure consistency of wording within both documents</p> <p>Due to the promotion to another FRS of the lead officer, the Retained Sustainability Project has now moved to GM Adam Matthews. A refreshed Project Initiation Document will be presented to SMT. This will result in a delay to the project.</p>	March 2019

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
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 Individual Development Record (EIDR) and operations department procedures.	Scott Hurford Simon Hardiman Ged Edwards	<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 MDT2 on new devices, which concluded in July 2019.</p> <p>A series of workshops have been held to determine the elements of the STARS application which can be utilised and those which require further development. Area Command (AC) have assessed and agreed the parameters for the integration of STARS into the existing standard testing and recording regime. AC are scheduled to meet the developer to go through the areas for development and gain an accurate costing for each element. This will provide the Service with an accurate picture of the applications capabilities and costings for essential development for rollout to AC.</p> <p>Procurement of the Learning Pool total package has been concluded and all course booking requests and certification is in operation. Individual Personal development Reviews (IPDR) continue to be a priority with a demonstration provided to STB on the 12th August. Work continues with HR to ensure the IPDR process is fit for purpose in terms of Service needs.</p>	March 2019

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
Systems / Infrastructure	3	<p>Through the Service Transformation Programme Implement HR, Finance, Payroll, Training, Retained Payments & Systems.</p> <p>Improve security of the corporate network and continue to support the implementation of Emergency Services Network.</p>	<p>Ged Edwards Germaine Worker Joanne Coadey Sally Edwards Kevin Faulkner</p>	<p>All replacement systems have now been introduced and are in operation across the Service.</p> <p>There are a number of follow on actions which will be addressed in this reporting year, including:</p> <p>The Finance team will introduce order processing and invoice authorisation and budget monitoring reports for managers.</p> <p>The Human Resources (HR) team will introduce the leave management module.</p> <p>The Business Intelligence (BI) team will complete management reporting out of the Fire Service Rota (FSR) system.</p> <p>Network security for ESN – there are still a few outstanding tasks to be completed in September. The IT Health Check may be postponed following advice from the ESN.</p>	March 2019
Building Facilities	4	<p>Deliver the property strategy.</p> <p>To include Telford Central, Clun and Much Wenlock refurbishments.</p>	Andrew Kelcey	<p>The redevelopments of Clun and Much Wenlock are complete.</p> <p>An Architect has been appointed for Telford Central, consultation with building users and technical investigations have been carried out. Draft floor plans have been prepared for</p>	March 2019

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
				<p>approval. Start on site is currently anticipated early 2020.</p> <p>Window and door replacement has been identified as a priority for security improvements. A framework provider for aluminium windows has been identified and quotations obtained for works at the first 3 stations.</p> <p>Designs for improved welfare facilities are being prepared by the Services appointed term Architect.</p>	
Appliances/Equipment	5	<p>Deliver the fleet and equipment strategy.</p> <p>To include the introduction of five pumping appliances and the Incident Command Vehicle.</p>	<p>Kevin Faulkner Simon Hardiman Andrew Kelcey</p>	<p>Following significant delay, the Mercedes chassis on which the vehicle will be built has been delivered to the builder.</p> <p>Procurement of Incident Command software is still underway with SFRS entering a joint procurement exercise with Hereford and Worcester Fire and Rescue Service (HWFRS). Clarification from HWFRS has been sought to provide a progress update and timescales for implementation.</p> <p>5 Appliances have been built and delivered. 3 of these are on the run at Shrewsbury and Baschurch with 2 more to be introduced shortly at Telford following completion of driver and operator training.</p>	March 2019

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
Collaboration	6	Develop the strategic alliance program plan.	Guy Williams	<p>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:</p> <p>IRMP The risk workshops run throughout the summer conclude in early September. This process has 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. Autumn will see Officers commence engagement meetings with all stations and departments to discuss both the process and the individual perception of risk. A template for the IRMP has been agreed and signed off.</p> <p>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.</p>	4-year plan 2018-22

Area of Review		Improvement Required	Lead Officers	Progress to date	Completion date
				<p>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 a 3-year fixed term contract. That process has now taken place and an appointment has been made, subject to references and the vetting procedure. 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.</p>	