

# Annual Governance Statement Improvement Plan 2024/25

## 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 2024/25.

### 2 Recommendations

The Committee is asked to note the progress made on the 2024/25 Annual Governance Statement Improvement Plan.

### 3 Background

In accordance with authority delegated to it by the Fire Authority, the Standards, Audit and Performance Committee will consider the draft Statement of Accounts 2023/24 which is likely at its March/April 2025 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 2024/25). 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 2024/25**

A copy of the AGS Improvement Plan 2024/25 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 Programme Board (SPB), 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 2024/25 AGS 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 2024/25.

## **10 Background Papers**

There are no background papers associated with this report.

## Annual Governance Statement Improvement Plan 2024/25

Area of Review		Improvement Required	Lead Officers	Internal Board reported to	Progress to date
<b>People/ On-Call Sustainability</b>	1	Implement the actions identified in the On-Call Sustainability Review through the delivery of the On Call Sustainability Project.	Alec Thomas	New Ways of Working Board (NWOW)	SGG update paper on alerting with elements complete, near completion and those on hold for new C&C and project management.  On call contract bands are on track to be launched in January 2025. This will be from data held in resource link to populate payroll and Fire Service Rota.
<b>People</b>	2	Implementation of fitness support facilities via the refurbishment programme. Feasibility Study (station fitness provision) to be reviewed following the introduction of stand-alone facility at Baschurch.	Marc Millward Chris White	New Ways of Working Board (NWOW)	Fitness is now being considered as part of the Health, Safety and Wellbeing Committee. This includes additional and new fitness equipment.
<b>Process</b>	3	Through the Service Programme Board continue to replace paper-based processes with streamlined electronic workflows.	Sally Edwards	Systems Governance Group (SGG)	The development of the Digital, Data and Technology strategy that aligns the CRMP will deliver more efficient processes over the next 3 years.

<b>Systems/ Infrastructure</b>	4	<p>Continual improvement of network security to a standard for adopting the implementation of the Emergency Service Network that guards against cyber threats and minimises disruption to daily operations.</p> <p>Enhance the workflows in Fire Service Rota (FSR) to incorporate as many pay elements as possible so that manual processes are removed.</p>	<p>Sally Edwards</p> <p>Alec Thomas Marc Millward</p>	<p>Service Management Team (SMT)</p> <p>On Call Sustainability (OCS) Board</p>	<p>A managed detection and response (MDR) approach to cyber incidents has been fully evaluated over the past few months following the proof of concept of a Security Operations Centre (SOC) to enhance protection against cyber risks and threats. A decision will be made by the end of the calendar year about the most appropriate approach to implement.</p> <p>This is delayed awaiting:</p> <ul style="list-style-type: none"> <li>• Structure changes to resource the FSR system from both a systems and management perspective.</li> <li>• Leave recording is built in two formats awaiting brigade order confirmation to launch the chosen method. The BO may also identify further areas to change/monitor and record.</li> </ul>
<b>Building Facilities</b>	5	<p>Deliver the property capital schemes.</p> <p>Introduce improvements to station access and security at all SFRS sites.</p>	<p>Andrew Kelcey</p> <p>Sally Edwards</p> <p>Mark Price</p>	<p>New Ways of Working Board</p> <p>Systems Governance Group</p> <p>Service</p>	<p>Quotations have been obtained to complete window and door security works across the estate. Specifications are being reviewed following further break-ins and the works will be co-ordinated with the access control project.</p> <p>A presentation has been delivered to Programme Board and this was followed with a report presented to SMT. A report will next be delivered to Fire Authority to seek funding approval.</p> <p>A review of the previous training needs assessments is being conducted to establish future training needs in line</p>

		Review training facilities across the estate and consider feasibility study outcomes.		Programme Board	with the new CRMP. Once this is completed, a full review of previous plans and future scoping will be undertaken through a Project Initiation Document.
<b>Appliances/ Equipment</b>	6	Deliver the fleet and equipment strategy to include the introduction of new pumping and specialist appliances.	Scott Hurford Andrew Kelcey	Operations Board	<p>A comprehensive resource review has been completed, covering wildfire, flood, and lithium battery response, with recommendations to improve appliance use.</p> <p>Proposals include reducing specialist aerial appliances from two to one, with an accompanying specialist resource ensuring capability for safe, two-story height-access operations. Additionally, a reduction in pumping units from three to two and increased investment in water carriers are recommended. Formal consultation with staff and the public are underway, with final recommendations pending SMT review to ensure alignment with strategic aims.</p>
<b>Collaboration</b>	7	Oversee the replacement of the new Command and Control (C&C) system.	Jason Kirby	C&C Project Board	<ul style="list-style-type: none"> <li>• The current estimated go live is scheduled for September 2025 which has moved from June due to the development work required.</li> <li>• Ongoing work is continuing to configure the new system and data load with the Integrated Fire Control Collaboration (IFCC). This is due to be completed December.</li> <li>• Resource for ICT for the project still needs to be considered but currently limited resources are available.</li> <li>• New Incident types have been agreed by the ACFO's. Next stages are for them to be loaded on to system. Next steps are for each service to share the new terminology and understand the impact on procedures policy and training.</li> </ul>

					<ul style="list-style-type: none"> <li>• The MDT Framework tender has now been awarded to 3TC. Next steps to work through T&amp;C and projects to be aligned to roll out.</li> <li>• Key decisions are required due to potential impact on the project, these are IRS system and DNSP replacement. If these are not actioned, this may potentially adversely affect go live.</li> </ul>
<b>Operations</b>	8	Undertake an operations resource and capability review to support the next Community Risk Management Plan (CRMP) which will come into effect in 2025.	Scott Hurford	SMT	<p>The CRMP has entered formal consultation with the following priorities agreed by SMT and FA.</p> <ul style="list-style-type: none"> <li>•Innovative use of technology <ul style="list-style-type: none"> <li>○ Meeting the challenges of a changing community</li> </ul> </li> <li>•Climate environmental impact <ul style="list-style-type: none"> <li>○ Adapting to the effects of climate change</li> <li>○ Meeting the challenges of climate change and expansion in Shrewsbury</li> </ul> </li> <li>•Operational Excellence <ul style="list-style-type: none"> <li>○ Competence</li> <li>○ Meeting the challenges of New Energy Systems</li> <li>○ Fire Service Attendance Standard</li> <li>○ Strategic Aerial Appliance Capability</li> </ul> </li> </ul> <p>Formal consultation supported by ORS will run from 1st November to 27th December.</p> <p>A number of consultation sessions have been programmed to engage with staff, partners and the community.</p> <p>Consultation will be monitored throughout the timeline and evaluation used to support CRMP decision making and launch in April 2025</p>