

Annual Governance Statement 2015/16 Improvement Plan

Report of the Chief Fire Officer

For further information about this report please contact John Redmond, 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 2015/16.

2 Recommendations

The Committee is asked to note the progress made against each of the improvements contained in the AGS Improvement Plan 2015/16.

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 2014/15 at its July 2015 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 2015/16).

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

4 Monitoring Progress against the AGS Improvement Plan 2015/16

A copy of the AGS Improvement Plan 2015/16 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 or Service Transformation Board, if they require any variations to the current Plan. Such variations will also be reported to this committee.

5 Progress to Date

The 2015/16 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 2015/16

11 Background Papers

There are no background papers associated with this report.

Annual Governance Statement Improvement Plan 2015/16

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Service Transformation Programme and IRMP Action Plan	1	<p>The Programme has been updated, extended up to 2020 and now includes IRMP activities. The Programme forms the basis of the 5 year action plan, which is contained within the recently published 2015-2020 Service Plan.</p> <p>An annual benefits review will be presented to the A&PM and progress on the three main IRMP work streams will be reported to the Fire Authority in October 2015.</p>	Ged Edwards And Andy Johnson	<p>The focus of the programme continues to be the development of ICT systems to streamline processes and introduce more efficient systems of working.</p> <p>The roll out of electronic pay claims and expenses is now complete. The roll out of overtime payments is currently being planned. A pilot will be run with a group of staff prior to a full roll out to the rest of the organisation.</p> <p>A number of applications have been built on the SharePoint Platform, including officers Electronic Individual Development Records (EIDR) and Operational Incident Monitoring.</p> <p>Firefighter EIDR and retained firefighter payments are currently being planned and scoped out.</p> <p>The roll out of departmental SharePoint sites for document sharing, storage and permissions is complete. The next area of focus is to expand the use of the functionality that SharePoint offers. This will include the development of document workflows. Final proposals for the three IRMP work streams will be presented to the Fire Authority in April, prior to the commencement of the implementation phase.</p> <p>A programme benefits review will be presented to A&PM in April.</p>	2020 (to be reviewed every 12 months)

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
ICT	2	<p>The Command and Control System (C&C) still uses analogue communications, which is aging technology that has become difficult to support and obtain spares, and is increasingly unreliable. With the new Wide Area Network (WAN) in place and the rebuilt C&C it is now possible to move to digital communications.</p> <p>Asset management of personally allocated equipment is required and will be achieved by the improved use of mobile device management software, a change in policy and procedures, and better utilisation of information systems.</p> <p>Experiences of introducing the first phase of Service Transformation will shape how the Service adopts new technology and systems throughout the organisation going forward. This will include SMT training and planning days and the introduction of a new role for implementing change across the Service.</p>	Sally Edwards	<p>Skype for Business is installed, providing a communication platform for instant messaging and web and video conferencing. It integrates within business processes to improve efficiency. The biggest challenge is the adoption of new ways of working, so some introductory sessions will be planned to introduce the features. A pilot for a digital alerter solution is taking place at Hodnet and, if successful, will enable integration with Skype for Business.</p> <p>Mobile device management (MDM) software is installed to secure and manage all mobile devices. The allocation of equipment is based on roles that are entered in to the HR system. The work flow process for starters, movers and leavers is being worked upon to track the movement of equipment, when individuals change roles.</p> <p>Training and guidance e-learning materials are being developed working closely with Training and Development. Training is offered to operational staff, if they are nominated by managers as struggling to work with technology. Self-help is being encouraged and the password self-reset is about to be launched.</p>	July 2016

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Health and Safety	3	<p>Address the inability to electronically record, monitor and audit:</p> <ul style="list-style-type: none"> • Electronic Individual Development Records (EIDR's) • On-station trainers' reviews • Training and Assurance Centre instructors' reviews 	Kev Faulkner	<ul style="list-style-type: none"> • Officers' EIDRs are now being used. Quarterly reviews are planned throughout 2016. Feedback on improvements and amendments to the current system will be collated over the first two quarters of 2016 and fed to the developers for implementation. • The on-station trainers' reviews are over 3 years and will be completed in June of 2016. All observations of trainers are recorded within the Assurance Department and a report on its findings will be available following the review. This is recorded electronically on an excel spreadsheet and paper based for each individual. • The instructors' reviews (these are also observations) are included in the above. The Station Manager Training also carries out observations of the trainers and records their performance and feedback. The two processes highlighted above have been identified as potential SharePoint processes to be further developed within the 2016/17 period. 	June 2016
Operations	4	<p>The process required to ensure our fireground information is maintained in a format that is accessible, timely and accurate is outdated and needs replacing to ensure it takes advantage of the changes being made nationally.</p>	Andy Johnson	<p>The ongoing 'Provision of Risk Information System (PORIS)' project will align current risk gathering information into the nationally required standard. The Service is currently working to ascertain whether it can adopt the same technical solution as two other regional Services to support greater collaboration. This programme is being managed through the Transformation Programme.</p>	April 2018

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
				<p>The provision of operational information to the fireground is currently being maintained by weekly updates to the system and available via Mobile Data Terminals (MDT's) on all appliances.</p> <p>Incident command on the fireground has been improved with the introduction of command support packs.</p> <p>The project to work collaboratively with West Mercian partners to provide a shared Command Support Unit function moves ahead slowly. The planned outcome of this initiative will deliver greater interoperability, resilience and improved efficiency. However, the project is currently experiencing some challenges around specification and procurement.</p>	
Payroll Systems Review	5	Review current internal payroll processes, identify improvements and implement. Continue to develop ResourceLink to improve efficiency. Review current processes/ communications links between the Service and payroll provider to generate further improvements.	Louise McKenzie/ Joanne Coadey	<p>Progress to date is good. Processes have been improved with the introduction of electronic travel and subsistence claims. The next area of focus will be overtime payments.</p> <p>Processes have also been put in place to strengthen controls around Payroll inputs and outputs, and further enhancements will be developed over the coming months.</p> <p>Internal Audit carried out a review in December 2015 and reported that improvements in this area have been made. The audit rating moved from 'Limited' to 'Reasonable', and the remaining recommendations are now being addressed.</p>	Managed through STP

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Operational Assurance	6	New guidance has been issued. Officers are currently reviewing the guidance with a view to undertaking a self-assessment and peer review early next year.	Rod Hammerton	Officers have been trained on the National Toolkit and it is still the intention to complete a self-assessment in 2016. However, a decision has been made to suspend the commitment to undertake a peer assessment until more clarity is available on the impact of a move to the Home Office and the likely inception of a new inspectorate function.	November 2016

Key

A&PM	Audit and Performance Management Committee
C&C	Command and Control System
EIDR	Electronic Individual Development Record
HR	Human Resources
ICT	Information and Communications Technology
IRMP	Integrated Risk Management Planning
MDM	Mobile Device Management
MDTs	Mobile Data Terminals
PORIS	Provision of Risk Information System
SMT	Service Management Team
STP	Service Transformation Programme
WAN	Wide Area Network