

**Tyne and Wear Fire and Rescue Authority**  
**Annual Review of Corporate Governance and Internal Control Arrangements 2019/20**

**Corporate Governance Action Plan 2020/21 Updates**

Ref.	Corporate Improvement Objectives	Action	Responsible Officer	Update
28	Meet data security requirements, including implementation of Emergency Services Mobile Communication Programme (ESMCP).	<b>In progress</b> - Carried forward from 2015/16 Action Plan	DCFO Community Safety / ACO Organisational Development	<p>2015/16 – Project scoping and establishment of Regional Project Board.</p> <p>2016/17 – Detailed project/resource planning, commission IT health check and commence work on remedial action plan, bid for Government funding.</p> <p>2017/18 – Review project/resource plan due to revised national timeline, commission updates for Control Room equipment to enable continuity of service during transitional period and on Emergency Services Network (ESN).</p> <p>2018/19 – Commence role out of new devices to fire appliances and officers to replace current Airwave equipment.</p> <p>2019/20 – National project ‘reset’ has taken place with revised full business case expected in Autumn 2019. Estimated transition commencement for TWFRS is now no earlier than January 2021 with transition required to be completed no later than December 2022 in line with Airwave shutdown.</p> <p><b>2020/21 update July 2020</b> – Project ‘reset’ concluded with new three phased delivery schedule in place. Deployment plans in development, full business case is not yet finalised and published. Revised local transition resource funding model for 2020/21 onwards implemented and local business cases approved. Coverage assurance work progresses whilst Control Room systems upgrade works to enable connectivity to the ESN are underway. Wider fire and rescue service engagement is planned initially via a presentation to the senior leadership team. This project is a National (Government) Initiative, therefore TWFRS not in control of timescales.</p> <p><b>2021/22 update January 2021</b> – Following a project ‘reset’ the Home Office have revised the full business case which will be presented to Ministers for consideration. Significant delays in original project delivery timescales have occurred however national deployment plans are in development and close to completion. TWFRS continues to make preparations to accommodate transition, currently scheduled during 2023. This involves upgrading equipment in our Control Room and installing new communications equipment in fire appliances. A comprehensive risk register is located within the service Risk Management Assurance Database ref: PRESN2018 and project dossier BES002 ESMCP refers.</p>

31	Development and introduction of Coaching / Peer Support system, new policy to assist development of personnel	In progress –  Carried forward from 2016/17 action plan	HR Director	<p>2017/18 – In development on a formal basis. Delays due to capacity and resource issues within the organisational development (OD) function. To be carried over to 2018/19:</p> <ul style="list-style-type: none"> <li>• Use of coaching as a development tool is now starting to increase as a result of more meaningful performance and development conversations taking place particularly at SMG level. (In progress)</li> <li>• Draft coaching policy being developed to help guide the identification of external and internal coaches (In progress)</li> <li>• Coaching programme being developed to grow our own internal coaches as part of Inspire (Not yet started)</li> <li>• Coaching as a Management Style module in Achieve programme refined to support deeper understanding and practical application (In progress)</li> <li>• 1-2-1 coaching feedback from OD Manager to all of SLT has taken place using their i3 personality profile. (Complete)</li> <li>• 1-2-1 coaching feedback to all members of ELT on their i3 personality profile. (Complete)</li> </ul> <p>2018/19 – Action not progressed due to capacity / resource issue in OD. Actions to be carried forward to 2019/20:</p> <ul style="list-style-type: none"> <li>• Develop and implement a coaching policy; Identify and train a team of internal coaches; work with Procurement to identify a preferred list of suitable external coaches; monitor, review and evaluate impact of programme.</li> </ul> <p>2019/20 – Action not progressed due to capacity in OD.</p> <p>Actions to be carried forward to <b>2020/21</b>:</p> <ul style="list-style-type: none"> <li>• Refocus resources following roll out of new PDR process in 2019/20. <b>(PDR currently being embedded within Learning and Organisational Development (L&amp;OD) so the limited resource available to do this work, can't be totally 're-focused')</b></li> <li>• Build on peer support given through informal and formal mentoring that has continued to grow in the Service. <b>(Work continues)</b></li> <li>• Launch TWFRS formal mentoring programme in Summer 2020 <b>(Delay due to COVID-19 and conflicting priorities – launch expected in first quarter of 2021 after further Trade Union consultation)</b></li> <li>• Build on mentoring workshops that have been hosted for Brigade Training Centre (BTC) Instructors in preparation for new firefighter recruits <b>(This remains an offer for BTC to take advantage of if they feel appropriate)</b></li> <li>• Encourage staff to build professional networks outside of the Service to enhance coaching and mentoring. <b>(Work continues)</b></li> </ul> <p><b>Actions for 2021/22</b></p> <ul style="list-style-type: none"> <li>• Embed Mentoring Programme and research and implement online coaching resources to make the principles of coaching accessible to all employees.</li> </ul>
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32	Succession planning to be further developed and implemented	<b>In progress –</b>  Carried forward from 2016/17 action plan	HR Director	<p>2018/19 – Carried over to 2018/19 due to capacity issues within HR L&amp;OD. Initial scoping completed of revised Managerial Assessment Process (MAP) and management of talent pool.</p> <p>2019/20 – Actions to be carried forward to 2019/20:</p> <ul style="list-style-type: none"> <li>• MAP underway, talent pools will be created and a further review with HR/L&amp;OD will be scheduled to discuss next steps</li> </ul> <p>Actions to be carried forward to <b>2020/21</b>:</p> <ul style="list-style-type: none"> <li>• MAP underway, talent pools will be created and a further review with HR/L&amp;OD will be scheduled to discuss next steps. <b>(Evaluation of these revised and improved processes continues)</b></li> <li>• Succession plan to be documented (link to HMICFRS Improvement Action Plan 2019) <b>(Workforce Planning has recently been the subject of an internal audit – which was judged ‘substantial assurance’ and is led by Finance, HR and Service Delivery. Talent management is an action for improvement from the 2018/19 inspection and is fully covered by that action plan).</b></li> </ul> <p><b>Actions for 2021/22:</b></p> <ul style="list-style-type: none"> <li>• Link in with NFCC work on talent management leadership stream work</li> <li>• Complete Introduction to talent management workshops across the Senior Management Group (SMG) and use the outputs from these to help inform wider communications and possible Talent Strategy.</li> </ul>
43	Review and streamline policies and procedures, to include PIA & EIA and support training, to align to new strategic planning framework.	<b>In progress –</b>  Carried forward from 2018/19 action plan	AM Strategy and Performance	<p>2019/20 – Action to review and streamline policies has commenced and will be completed in 2019/20 via a Policies and Procedures Working Group convened of staff from across the Service.</p> <p>2020/21 – Review undertaken – new register of policies and procedures produced and prioritisation of review dates complete. Templates, guidance document and intranet pages established, for role out to SLT in January 2021.</p> <p><b>Actions for 2021/22:</b></p> <ul style="list-style-type: none"> <li>• Roll out standardised development process (including templates and guidance) and support SLT in review and update programme off all procedures by end 2021.</li> <li>• Carry out regular monitoring of policy and procedure directory to ensure corporate oversight.</li> </ul>
50	Project Management principles and processes are applied i.e. PSUs and evaluations completed in all projects.	<b>In progress –</b>  Carried forward from 2018/19 action plan	AM Strategy and Performance	<p>2018/19 – Monitoring during 2018/19 to ensure compliance with the approach.</p> <p>2018/19 – Framework is in place but not yet consistently applied. Being addressed through closer integration of projects and project evaluation into corporate planning process.</p> <p>2019/20 – Process developed but to be embedded through consistent practice and closer integration of project start-ups (PSUs) into annual planning process.</p> <p><b>Actions for 2020/21:</b></p>

				<ul style="list-style-type: none"> <li>Project Management and Evaluation Toolkit to be reviewed by Sept 2020 <b>Project management procedure currently in development.</b></li> <li>L&amp;OD sourcing project management / evaluation training for SLT, P&amp;E and key roles, as part of the HMICFRS Improvement Plan actions. <b>This an action on Programme Management Office (PMO) and is dependent on the above action being finalised.</b></li> <li>Implement Business Improvement Programme Management Board <b>PMO established and full corporate oversight of all change initiatives are visible with appropriate governance measures in place (time, cost, scope and benefits). Discussions ongoing to establish integration of the PMO within the Business Support and Improvement team during quarter 2/3 2021.</b></li> </ul>
60	Information Asset Register(IAR) and recording system to be reviewed, supported by new technology and further training	<b>In progress –</b>  Carried forward from 2019/20 action plan	AM Strategy and Performance	<p><b>2020/21 update July 2020</b> – New Information Asset Register (IAR) is currently being rolled out in conjunction with Microsoft (MS) Teams. When departments request a new Team they must complete the IAR for their department, which has been simplified. Data and Information Manager and Information Governance Advisor are currently working with departments to support roll out and highlight IAR and records retention procedure for guidance.</p> <p><b>Actions for 2020/21:</b></p> <ul style="list-style-type: none"> <li>Further Training for SMG Required 2020/21</li> </ul> <p><b>2020/21 update January 2021</b> – IAR is now fully integrated into the MS Teams channel procedure. ICT will not authorise any Team without the relevant IAR update which is authorised by the Information Governance Advisor. Training on IAR and the records retention schedule has commenced with department heads w/c 11 January 2021. Information Governance training is being sourced for members of ELT.</p>
66	Establish corporate oversight of TWFRS Partnership Register - review register and process, embed evaluation / benefits realisation of collaboration.	<b>In progress –</b>  <b>New Action 2020/21</b>	AM Strategy and Performance	<p><b>2021/22 update</b> – Management of register brought into new Business Support and Improvement Team to establish corporate oversight and improve records.</p> <p><b>Actions for 2021/22:</b></p> <ul style="list-style-type: none"> <li>Introduce process for benefits realisation of partnerships</li> <li>Maintain partnership register and produce regular updates for ELT</li> </ul>
67	Roll out training on CG for SLT – including CG principles, CG cycle, info asset management, Impact Assessments (PIA / EIA).	<b>In progress –</b>  <b>New Action 2020/21</b>	AM Strategy and Performance	<p><b>2020/21 update</b> – New Governance Advisor role created and appointed in September 2020. Review of corporate governance (CG) awareness undertaken with the Senior Management Group to establish level of understanding. Research undertaken into training options.</p> <p><b>Actions for 2021/22:</b></p> <ul style="list-style-type: none"> <li>Roll out new CG training across the Service and evaluate impact.</li> </ul>
68	Review Strategic / Corporate Plan – (ensure	<b>In progress –</b>	AM Strategy and Performance	<p><b>2020/21 update</b> – Interim Strategic Community Safety Plan (SCSP) published for 2020/21 with full review of process postponed to 2021, due to the impact of COVID-19. Consultation undertaken</p>

	Strategic Planning Framework (including vision, mission and corporate goals), aligns to organisational strategies, policies, procedures and department annual plans, and PDRs are linked.	<b>New Action 2020/21</b>		<p>with ELT and SLT and research across other fire and rescue services / organisations' to establish proposed approach for a five year strategy. Development of 2020-25 strategy now underway for publication in April 2021.</p> <p><b><u>Actions for 2021/22:</u></b></p> <ul style="list-style-type: none"> <li>• Publish new TWFRS Strategy 2020-25 and refresh all corporate documentation accordingly.</li> <li>• Communicate new approach and strategy to all staff, clarifying link between organisational strategy, priorities and individual objectives (golden thread).</li> </ul>
<b>69</b>	Assess / evaluate impact of COVID-19 on our corporate governance arrangements (e.g. information security, policies, agile working, and communications).	<b>In progress – New Action 2020/21</b>	AM Strategy and Performance	<p><b>2020/21 update</b> – The Service established a COVID-19 Response and Recovery Group in March 2020 and this group assesses and monitors the impact of the pandemic on all Service activities, including governance arrangements. Early in the pandemic, the Fire Authority confirmed the CFO's emergency decision making powers, but retained corporate oversight of all decisions. Agile working arrangements were introduced early in the pandemic, to ensure services could still be delivered whilst protecting staff, and policies were updated accordingly. A new COVID-19 portal was established as the main way of communicating with staff, including those working remotely and shielding.</p> <p><b><u>Actions for 2021/22:</u></b></p> <ul style="list-style-type: none"> <li>• Continue to review policy and procedures to reflect new ways of working due to the pandemic. Monitor working practices to ensure adherence with governance arrangements. This will be integrated within the Service Improvement and Assurance Plan.</li> </ul>
<b>70</b>	Clarify new emergency powers of CFO and establish record of all delegated decisions.	<b>In progress – New Action 2020/21</b>	Finance Director	<p><b>2020/21 update</b> – CFO Emergency Powers and Revised Scheme of Delegation and Amended Internal Delegation Scheme (Admin Procedure 1.43) developed and published in response to the COVID-19 pandemic as an addition to the Authority's Standing Orders. All delegated decisions taken by the CFO under these powers are reported to Fire Authority. Reports to Fire Authority in July and November 2020 detailed decisions to 31 October 2020.</p>