

Tyne and Wear Fire and Rescue Authority Corporate Governance Action Plan

Annual Governance Review 2019/20 – action progress update

Actions closed based on the 2019/20 action plan are set out below. Continuing actions are presented in the 2021/22 action plan, presented in Appendix D.

Ref.	Improvement action	Status	Lead Officer	Update
70	Clarify new emergency powers of CFO and establish record of all delegated decisions.	Closed New Action 2020/21	Finance Director	<p>2021/22 Action complete. The CFOs emergency powers are continuing and reporting mechanisms are in place. A further report to the Fire Authority in July 2021 detailing decisions from 1 November 2020 to 30 April 2021.</p> <p>2020/21 update – 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>
28	Meet data security requirements, including implementation of Emergency Services Mobile Communication Programme (ESMCP).	<p>Archived</p> <p>This action is a duplicate action and managed via another Service improvement / action plan and risk monitoring arrangements.</p> <p>Carried forward from 2015/16 Action Plan</p>	DCFO Community Safety / ACO Organisational Development	<p>2021/22 update</p> <p>The Home Office have now revised the full business case which will be presented to Ministers for consideration. Significant delays in original project delivery timescales have occurred however the development of national deployment plans are nearing completion. TWFRS continues to make preparations to accommodate transition, currently scheduled during 2023 and into 2024. 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> <p>2015/16 – Project scoping and establishment of Regional Project Board. 2016/17 – Detailed project/resource planning, commission IT health check and commence work on remedial action plan, bid for Government funding. 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). 2018/19 – Commence roll out of new devices to fire appliances and officers to replace current Airwave equipment. 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>2020/21 update July 2020 – 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>2021/22 update January 2021 – 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	<p>Archived</p> <p>This action is duplicated is managed via another Service improvement / action plan and risk monitoring arrangements.</p> <p>Carried forward from 2016/17 action plan</p>	HR Director	<p>2021/22 update</p> <p>Mentoring programme and supporting resources now handed into L&D for implementation.</p> <p>Online coaching resources – awaiting procurement / finance confirmation of money to procure</p> <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"> • 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) • Draft coaching policy being developed to help guide the identification of external and internal coaches (In progress) • Coaching programme being developed to grow our own internal coaches as part of Inspire (Not yet started) • Coaching as a Management Style module in Achieve programme refined to support deeper understanding and practical application (In progress) • 1-2-1 coaching feedback from OD Manager to all of SLT has taken place using their i3 personality profile. (Complete) • 1-2-1 coaching feedback to all members of ELT on their i3 personality profile. (Complete) <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"> • 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. <p>2019/20 – Action not progressed due to capacity in OD.</p> <p>Actions to be carried forward to <u>2020/21</u>:</p>

				<ul style="list-style-type: none"> • Refocus resources following roll out of new PDR process in 2019/20. PDR currently being embedded within Learning and Organisational Development (L&OD) so the limited resource available to do this work, can't be totally 're-focused' • Build on peer support given through informal and formal mentoring that has continued to grow in the Service. (Work continues) • Launch TWFRS formal mentoring programme in Summer 2020 Delay due to COVID-19 and conflicting priorities – launch expected in first quarter of 2021 after further Trade Union consultation • Build on mentoring workshops that have been hosted for Brigade Training Centre (BTC) Instructors in preparation for new firefighter recruits. This remains an offer for BTC to take advantage of if they feel appropriate. • Encourage staff to build professional networks outside of the Service to enhance coaching and mentoring. Work continues <p><u>Actions for 2021/22</u></p> <ul style="list-style-type: none"> • Embed Mentoring Programme and research and implement online coaching resources to make the principles of coaching accessible to all employees.
32	Succession planning to be further developed and implemented	<p>This action is duplicated is managed via another Service improvement / action plan and risk monitoring arrangements.</p> <p>Carried forward from 2016/17 action plan</p>	HR Director	<p>2021/22 update TWFRS continues to contribute to the work of NFCC and the development of its Talent management 'Toolbox' resource for UK FRS. Introduction to Talent Management Workshops for SMG members now complete. Final report of findings discussed with HR Director, Head of HR and Head of L&OD. Next steps are to plan further work and carry out an analysis of the resource implications for doing this.</p> <p>2018/19 – Carried over to 2018/19 due to capacity issues within HR L&OD. Initial scoping completed of revised Managerial Assessment Process (MAP) and management of talent pool. 2019/20 – Actions to be carried forward to 2019/20:</p> <ul style="list-style-type: none"> • MAP underway, talent pools will be created and a further review with HR/L&OD will be scheduled to discuss next steps <p><u>Actions to be carried forward to 2020/21:</u></p> <ul style="list-style-type: none"> • MAP underway, talent pools will be created and a further review with HR/L&OD will be scheduled to discuss next steps. (Evaluation of these revised and improved processes continues) • Succession plan to be documented (link to HMICFRS Improvement Action Plan 2019) (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). <p><u>Actions for 2021/22:</u></p> <ul style="list-style-type: none"> • Link in with NFCC work on talent management leadership stream work

				<ul style="list-style-type: none">• 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.• UPDATE – NFCC work continues – Last SMG workshop scheduled for 21/4, then report and next steps will flow from that.
--	--	--	--	--