



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

AGENDA ITEM NO. 12

MEETING	Wiltshire and Swindon Combined Fire Authority
DATE OF MEETING	9 December 2015
SUBJECT OF THE REPORT	Combination Progress Update
PURPOSE OF REPORT	For information
EXECUTIVE SUMMARY	This report provides an overview of the progress made towards establishing the new Authority and Service on the 1 April 2016. The paper builds upon the last update considered by the Authority in September. Good progress continues to be made with the combination programme. Whilst there are significant resource pressures, key projects and activities are currently on track and there are no major concerns to be raised at this time.
RISK ASSESSMENT	Failure to provide a robust oversight of the programme may lead to heightened risks for a successful combination
COMMUNITY IMPACT	None for the purposes of this report
BUDGET IMPLICATIONS	None for the purposes of this report
RECOMMENDATIONS	It is recommended that Members note and comment upon the contents of this report.
BACKGROUND PAPERS	Combination progress reports to shadow Policy and Resources Committee 19 March, 30 April, 4 June, 22 July, 17 September and 5 November. Available through the website and for Members via the new intranet http://dwfirestaff.com/ External audit-review of combination arrangements - report by KPMG to the shadow Authority 23 October 2016
APPENDICES	None
REPORT ORIGINATOR	Derek James, Assistant Chief Officer Tel: (01305) 252606

1. Introduction

- 1.1 This paper provides a general update on the work so far undertaken in establishing the Dorset and Wiltshire Fire and Rescue Authority from 1 April 2016. The report should be read in conjunction with the programme progress reports considered by the Shadow Policy and Resources Committee (P&R). In addition, Members may also wish to refer to the monthly e-mailed updates provided to all Members from the CFO (Designate).

2. Programme Governance and Management

- 2.1 As reported in the last progress update considered by this Authority in September, KPMG have reviewed a number of key aspects of the combination programme, including the programme management arrangements. On 23 October, auditors presented their findings and recommendations to the Shadow Authority. The overall conclusions from them are that ‘..strong governance arrangements are in place to establish the new Dorset and Wiltshire Fire and Rescue Authority on the 1 April 2016’. The report raised no significant issues, with one medium level priority item that was already in hand by the Joint Leadership Team.

3. Strategic Objectives and Success Factors

- 3.1 At its January meeting, the Joint Committee agreed the following key objectives:

- ◆ Legal and statutory requirements in place for the new CFA on 1 April 2016.
- ◆ The transition to cause no significant adverse impact on service delivery.
- ◆ A strategic vision and direction for the new CFA and Service. are both efficiently and economically applied and in support of our longer term vision and aspirations.
- ◆ Successful delivery of the transformation bid.
- ◆ £800k-£1m saved during 2015/16.

- 3.2 In addition, there were a number of factors that needed to be put in place and maintained if the programme was to have the right ‘environment’ for successful delivery. These were:

- ◆ Strong political leadership and direction of the transition to a new CFA and Service centred on the development and delivery of a modern and compelling vision.
- ◆ Strong managerial leadership and direction.
- ◆ Sound programme management with clear strategic, tactical and administrative coordination.
- ◆ Ensuring that strategic leads have the capacity and resources to meet the expectations and deadlines set out within the combination programme

- ◆ A clear focus on the benefits and management of the threats and risks to achieving them.
- ◆ Robust stakeholder engagement that is proactively monitored and managed.
- ◆ Close monitoring and cost control of the transition.
- ◆ Co-ordination of existing financial, contractual and risk management arrangements to support the transition to a new CFA.
- ◆ Close monitoring and management of existing standards and KPIs within each Service.

3.3 The Shadow P&R Committee considers these strategic programme objectives and their associated success factors at each meeting as part of the programme report. The delivery of the strategic programme objectives are on track with the financial savings target now reached. There are no areas of particular concern to be raised regarding the strength of the success factors supported by positive audit commentary.

4. Progress by Workstream

4.1 As Members are aware, the combination programme has been divided into six workstreams. Each workstream is sponsored by a nominated principal officer who maintains strategic oversight and reports progress to both the Joint Leadership Team and the Shadow P&R Committee. In addition, a number of Members are working with workstreams helping to develop proposals. The Shadow P&R Committee considers the progress of each workstream at its meetings along with the associated projects and key activities. The latest programme report, to be considered on the 5 November, is available through the Service's website and for Members via the new intranet <http://dwfirestaff.com/>. In broad summary, the progress is as follows:

4.2 **Workstream 1: Corporate Governance**

4.2.1 This workstream is largely concerned with developing the governance arrangements for the new Authority. This includes such areas as initial governance arrangements (which was agreed by the Shadow Authority on 23 October, key policies and procedures, top team transition and other areas such as branding. Officers and nominated Members have a well-established working group to support this workstream. The workstream is now well advanced with a high proportion of the anticipated outputs delivered. The remaining aspects of the workstream are on track with no significant issues causing particular concern.

4.3 **Workstream 2: Strategic and Organisational Development**

4.3.1 This workstream broadly covers three areas, namely vision, performance management and financial management. All three main components are progressing well with officers and nominated Members having regular meetings of working group to support this workstream. A vision and associated corporate branding have been agreed and are being incorporated

into a wide range of activities and projects. In terms of performance management which is being led by CFO Routh-Jones, the new Service is adapting the software currently used in Dorset. The new Service will also be migrating to the finance system current used in Wiltshire. A draft Community Safety Plan is being developed that will be supported by key strategies and the medium term finance plan. These strategies will pick up the remaining combination transition requirements beyond 1 April stemming from the workstreams as well as delivering new or different ways of working associated with delivering the new vision. Again, this workstream remains on track with no significant issues of concern.

4.4 Workstream 3: Joint Command and Control Centre and NFCSP, Strategic Hub and Safety Centre

4.4.1 This workstream is divided into four main projects, namely Joint Command and Control Centre and the Networked Fire Control Services Partnership, Strategic Hub and Safety Centre. Officers and nominated Members have an established working group to support this workstream. As Members are aware, both existing Services are now operating through a single Service Control Centre based in Potterne. The new headquarter hub will be at the Five Rivers Campus (which will be titled Five Rivers Health and Well Being Centre) with an anticipated occupation in February/March 2016. Officers are currently determining which functions and staff posts will need to be located in the Salisbury headquarter hub. A review of existing Service property has commenced to consistently baseline the new combined estate and to further identify opportunities to rationalise or share existing properties. The Safety Centre is still subject to a detailed business case to be considered by the Shadow P&R Committee on the 14 January 2016. Again, this workstream remains on track with no significant issues of concern.

4.5 Workstream 4: Service Delivery and Operational Assets

4.5.1 This workstream is concerned with ensuring that the form and function of service delivery is in place for 1 April 2015. This includes harmonising our flexi-duty officer rotas and ensuring that operational assets support the new arrangements. Representative bodies are being engaged to help expedite a harmonised operational rota. Structures to support operational commands and the delivery of the agreed vision have been agreed. There are no significant issues and progress remains on track.

4.6 Workstream 5: People and Organisational Design

4.6.1 A new proposed structure and associated job descriptions have been developed in conjunction with South West Councils. These are currently out to consultation with staff. This work is underpinned by a new pay and grading arrangements developed with the support of external specialist consultants. A significant communication and engagement process has been put in place to ensure meaningful consultation with staff and their representative bodies associated with the transfer to the new Authority and Service. The workstream is also required to develop a wide range of policies, procedures and requirements are established from 1 April 2016. At this stage there are no significant issues at this stage of the programme.

4.7 **Workstream 6: ICT and Information Management**

- 4.7.1 This workstream is focused on ICT and information management. In order to reduce risk and deliver the strategic programme objectives, we are seeking to narrow the ambition to harmonising the hardware infrastructure i.e. network, servers, station mobilising equipment and telephony. To help reduce migration risks, no new technology is being introduced that is unfamiliar to either of our existing Services. This work is being supported by independent expertise and technical auditors are involved in the planning stages for each project. We are also limiting the number of software systems to harmonise to focus on finance, performance management and operational rota management, with the remaining systems to be captured within a three year transition plan commencing from April 2016. All of the projects and activities within the workstream are currently on track with Members involved in the progress monitoring arrangements. There are no significant issues associated with this workstream and progress remains on track.

5. Stakeholder Management

- 5.1 A stakeholder delivery plan is monitored by the Joint Leadership Team on a monthly basis and the Shadow P&R Committee at each of its meetings. Significant arrangements have been put in place to engage internal and external stakeholders and are operating well. Staff are receiving monthly newsletters, including podcasts, an internal website for all staff has been developed and working well, staff focus groups and a change agents sounding board are in place. Over 70 workplace visits occurred in September. Meetings with representative bodies are now regularly held following the adoption of an industrial relations protocol by the Joint Committee at its April meeting. The CFO (Designate) is currently delivering a significant number of presentations to councils, area boards and others such as the health and wellbeing board throughout the new Service area supported by a corporate video aligned to the new Vision.

6. Financial Management

- 6.1 As part of the programme management report, the Treasurer to Wiltshire and Swindon CFA provides a financial summary of costs and savings associated with the combination programme including details of the DCLG transformation grant awarded in April 2015. Expenditure is currently on track with no significant issues to raise. A full breakdown of costs and savings is detailed in the programme report to the shadow P&R Committee on 5 November available from the website.
- 6.2 Officers are in regular contact with DCLG over the preferred option of securing an Alternative National Amount (ANA) to harmonise the council tax from 2016 rather than through regulation over a five-year period. It is unlikely that we will have certainty over this issue until after the referendum principles have been set and the provision grant settlement is announced in mid-December.

7. Looking Forward

- 7.1 As Members are aware, there is a detailed work programme covering the period to cut over on the 1 April. The next meeting of the shadow P&R Committee is to be held on the 14 January. Immediately following this will be a Member seminar until 1400 hours to discuss the draft Community Safety Plan and medium term finance plan.

8. Conclusion

- 8.1 Although there are considerable resourcing pressures on the existing Services, good progress is being made with the combination with no significant risks to the delivery of the strategic programme objectives outlined in section 3.1 above. Governance and programme management arrangements are working well. Members of the Shadow P&R Committee and auditors are confident around how they are operating. Detailed programme progress reports continue to be produced for the Shadow P&R Committee, all of which are available on the Service's website.

DARRAN GUNTER

Chief Fire Officer

November 2015