



# Workstream Template

## General Information

### Workstream 1 - Corporate Governance

Reporting Date	14/07/15
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## Summary of progress

### Manager's Report

**Clerking and Committee Arrangements** - The clerking and committee services functions will be considered as part of the functional review process. It has been determined that the monitoring officer from Dorset County Council will undertake the role of monitoring officer for the shadow and then the new authority. Further work is required in July to finalise the monitoring officer and treasurer arrangements under this mandate. Further work will be required in the lead up to September on the clerking and democratic services arrangements.

**Members' Handbook** – The various sections of the new Members' handbook have now been produced and were approved at the first meeting of the Shadow Authority on 23rd June. Further work will now take place to ensure that all key areas have been covered and to enable the new Members' Handbook document to be produced.

**Member Induction, Development and Review** – This piece of work is being managed by CFO Gunter. It was supported in principle by members at the Work Stream 1 members' sub-group meeting on 23rd April. Initial work has been undertaken to pull together an approach to putting in place these arrangements. A paper is being developed that will be taken to the Work Stream 1 meeting in September. Research has carried out to learn more about what others are doing elsewhere on member development and member scrutiny. A list of role profiles for members is being developed.

**Initial Governance Arrangements** – At the Work Stream 1 members' sub-group meeting on 23rd April, it was decided that this mandate will be known as 'Initial Governance Arrangements'. It is accepted that the governance arrangements that are put in place for 1st April 2016 are just the initial arrangements. The initial governance arrangements were discussed at the first Shadow Authority meeting in June. Further work will be needed to finalise the arrangements. Darran Gunter will continue to develop these arrangements over the coming months.

**Top Team Arrangements** - This is being managed by Darran Gunter and the work is due to be completed by August 2015.

**Approach to Annual Governance Statement (AGS) and Statement of Assurance (SofA)** - There is an expectation that some alignment of approach will be made for this autumn when we publish this year's documents for our two Authorities. However, most of the work will need to be done for the new Authority to set down the new approach in readiness for the publication of next year's documents. A mandate manager has been appointed to lead this piece of work. At the Work Stream 1 members' meeting in April, direction was given that the work needs to be informed by the expectations of auditors and also DCLG.

The new policies need to be submitted for approval at the meeting of the Shadow Policy and Resources Committee on 17th September. The work for this mandate is coming to the end of the research phase, with consideration given to documents published by other comparable Authorities, direction from DCLG and advice from both internal and external auditors. The two key stakeholders, Derek James and Phil Chow, met with the mandate manager and have provided direction to allow this work to progress.

The procedure for AGS and SofA will be presented to work stream 1 members at their meeting on the 15th September 2015. Work will need to take place to determine the Services position against the procedure following its approval.



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DCLG have indicated that in September 2016 an AGS and SofA will need to be published for the new Authority to cover the period April-September 2016.

**Critical Policies and Procedures and Legal Compliance** - The mandate manager for this work is now in place. A spread sheet of the key policies and procedures that need to be in place for the combination has been completed. A meeting took place on 11th May to review the spread sheet. A paper was submitted to JLT on 3 June which provided an up-date on the legal compliance and procedure prioritisation programme. It outlined the proposed policy and procedure delivery plan for this calendar year. This proposal was approved and a delivery plan has been produced covering each policy area within each work stream. A further paper and an overall delivery timetable will be presented to JLT on 8 July and then regular progress reports will be submitted monthly for review.

The prioritisation methodology and work is currently being audited by David Hill of the South West Audit Partnership. He is carrying out some testing and will submit a report by the end of June.

Policy statements will be developed between early July and the end of August 2015. They will be written with reference to the new organisation's developing vision, strategies and plans.

**Ceremonial Awards and Events** - Initial meetings have taken place with key people in the two fire and rescue services to learn more about the differences and similarities in approach to ceremonies and awards. The Work Stream Manager attended the two awards ceremonies in the summer of 2015.

The linkages between vision and values, branding and corporate identity and the ceremonies and awards mandate are becoming clearer. The creation of the new organisation provides an opportunity to make changes to celebrate the new vision and values and to reinforce the new branding and corporate identity.

Research phase continuing. New Awards policy to be included in Critical Policies and Procedures mandate work under work stream 1.

**Corporate Identity and Branding** - Much work has been done with the graphic designers to enable a set of visual identity options to be put out to staff through an electronic survey starting on 1st July. The survey will run for two weeks. It will also cover certain questions on work wear. A paper is to be produced for the Shadow Policy and Resources Committee meeting on 22nd July. At that meeting, members will be asked to make a decision on the visual identity that is to be used by the new Service and the new organisation. They will be given the results of the staff survey to assist them in their decision making. A concepts document has been produced that demonstrates how the visual identity designs have evolved into the final set of options.

The Work Stream 1 members' sub group have given direction that the costs of new corporate identity are to be kept down. Also, the cost avoidance from not re-branding in certain areas is to be recorded by the project team. The expected costs of re-branding have been compiled and were put before the Joint Leadership Team in June.

It is intended that once the new visual identity has been approved, it will be introduced progressively across the organisation up to and beyond 1st April. It is intended that the new Joint Control will be the first symbol of the new Service. The procurement of new work wear will need to be done towards the end of July. The procurement of work wear for the Joint Control staff will need to be accelerated. The decision has been taken to opt for largely unbranded work wear to keep the costs down and to realise the benefits of buying off of a framework. These include not having to keep stocks of work wear.

An audit of all existing branding within the two fire and rescue services and the two authorities will need to be completed in September. This will enable us to ensure that all aspects of the change in branding are planned and managed carefully.01-07-2015

# Workstream Template

Status of Mandates	On Target
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Risk Status	On Target
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Issues	
<b>00007 - There are no issues to be raised at this time</b>	
Impact	N/A
What has been done so far?	N/A
Action Required	N/A

Mandates	
<b>00001 - Top Team Transition</b>	
End Date	17/07/15
Status	On Target
Progress	<b>Top Team Arrangements</b> - This is being managed by Darran Gunter and the work is due to be completed by August 2015.

<b>00011 - Initial Governance Arrangements</b>	
End Date	05/11/15
Status	On Target
Progress	<b>Initial Governance Arrangements</b> – At the Work Stream 1 members' sub-group meeting on 23rd April, it was decided that this mandate will be known as 'Initial Governance Arrangements'. It is accepted that the governance arrangements that are put in place for 1st April 2016 are just the initial arrangements. The initial governance arrangements were discussed at the first Shadow Authority meeting in June. Further work will be needed to finalise the arrangements. Darran Gunter will continue to develop these arrangements over the coming months.

<b>00002 - Corporate Identify and Branding</b>	
End Date	30/06/16
Status	On Target
Progress	<b>Corporate Identity and Branding</b> - Much work has been done with the graphic designers to enable a set of visual identity options to be put out to staff through an electronic survey starting on 1st July. The survey will run for two weeks. It will also cover certain questions on work wear. A paper is to be produced for the Shadow Policy and Resources Committee meeting on 22nd July. At that meeting, members will be asked to make a decision on the visual identity that is to be used by the new Service and the new organisation. They will be given the results of the staff survey to assist them in their

# Workstream Template

decision making. A concepts document has been produced that demonstrates how the visual identity designs have evolved into the final set of options.

The Work Stream 1 members' sub group have given direction that the costs of new corporate identity are to be kept down. Also, the cost avoidance from not re-branding in certain areas is to be recorded by the project team. The expected costs of re-branding have been compiled and were put before the Joint Leadership Team in June.

It is intended that once the new visual identity has been approved, it will be introduced progressively across the organisation up to and beyond 1st April. It is intended that the new Joint Control will be the first symbol of the new Service. The procurement of new work wear will need to be done towards the end of July. The procurement of work wear for the Joint Control staff will need to be accelerated. The decision has been taken to opt for largely unbranded work wear to keep the costs down and to realise the benefits of buying off of a framework. These include not having to keep stocks of work wear.

An audit of all existing branding within the two fire and rescue services and the two authorities will need to be completed in September. This will enable us to ensure that all aspects of the change in branding are planned and managed carefully.

## 00003 - Ceremonial Awards and Events

End Date	11/02/16
Status	On Target
Progress	<p><b>Ceremonial Awards and Events</b> - Initial meetings have taken place with key people in the two fire and rescue services to learn more about the differences and similarities in approach to ceremonies and awards. The Work Stream Manager attended the two awards ceremonies in the summer of 2015.</p> <p>The linkages between vision and values, branding and corporate identity and the ceremonies and awards mandate are becoming clearer. The creation of the new organisation provides an opportunity to make changes to celebrate the new vision and values and to reinforce the new branding and corporate identity.</p> <p>Research phase continuing. New Awards policy to be included in Critical Policies and Procedures mandate work under work stream 1.</p>

## 00004 - AGS and Statement of Assurance

End Date	17/09/15
Status	On Target
Progress	<p><b>Approach to Annual Governance Statement and Statement of Assurance</b> - There is an expectation that some alignment of approach will be made for this autumn when we publish this year's documents for our two Authorities. However, most of the work will need to be done for the new Authority to set down the new approach in readiness for the publication of next year's documents. A mandate manager has been appointed to lead this piece of work. At the Work Stream 1 members' meeting in April, direction was given that the work needs to be informed by the expectations of auditors and also DCLG.</p>

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The new policies need to be submitted for approval at the meeting of the Shadow Policy and Resources Committee on 17th September. The work for this mandate is coming to the end of the research phase, with consideration given to documents published by other comparable Authorities, direction from DCLG and advice from both internal and external auditors. The two key stakeholders, Derek James and Phil Chow, met with the mandate manager and have provided direction to allow this work to progress.

The procedure for AGS and Statement of Assurance will be presented to work stream 1 members at their meeting on the 15th September 2015. Work will need to take place to determine the Services position against the procedure following its approval.

DCLG have indicated that in September 2016 an AGS and Statement of Assurance will need to be published for the new Authority to cover the period April-September 2016.

## 00005 - Clerking and Committee Services Arrangements

End Date	17/09/15
Status	On Target
Progress	<p><b>Clerking and Committee Arrangements</b> - The clerking and committee services functions will be considered as part of the functional review process. It has been determined that the monitoring officer from Dorset County Council will undertake the role of monitoring officer for the shadow and then the new authority. Further work is required in July to finalise the monitoring officer and treasurer arrangements under this mandate. Further work will be required in the lead up to September on the clerking and democratic services arrangements.</p>

## 00007 - Member's Handbook

End Date	07/09/15
Status	On Target
Progress	<p><b>Members' Handbook</b> – The various sections of the new Members' handbook have now been produced and were approved at the first meeting of the Shadow Authority on 23rd June. Further work will now take place to ensure that all key areas have been covered and to enable the new Members' Handbook document to be produced.</p>

## 00008 - Member Induction, Development and Review

End Date	17/09/15
Status	On Target
Progress	<p><b>Member Induction, Development and Review</b> – This piece of work is being managed by CFO Gunter. It was supported in principle by members at the Work Stream 1 members' sub-group meeting on 23rd April. Initial work has been undertaken to pull together an approach to putting in place these arrangements. A paper is being developed</p>

# Workstream Template

that will be taken to the Work Stream 1 meeting in September. Research has carried out to learn more about what others are doing elsewhere on member development and member scrutiny. A list of role profiles for members is being developed.

## 00012 - Overview of Policies and Procedures and Legal Compliance

End Date	30/04/16
Status	On Target
Progress	<p><b>Critical Policies and Procedures and Legal Compliance</b> - The mandate manager for this work is now in place. A spread sheet of the key policies and procedures that need to be in place for the combination has been completed. A meeting took place on 11th May to review the spread sheet. A paper was submitted to JLT on 3 June which provided an update on the legal compliance and procedure prioritisation programme. It outlined the proposed policy and procedure delivery plan for this calendar year. This proposal was approved and a delivery plan has been produced covering each policy area within each work stream. A further paper and an overall delivery timetable will be presented to JLT on 8 July and then regular progress reports will be submitted monthly for review.</p> <p>The prioritisation methodology and work is currently being audited by David Hill of the South West Audit Partnership. He is carrying out some testing and will submit a report by the end of June.</p> <p>Policy statements will be developed between early July and the end of August 2015. They will be written with reference to the new organisation's developing vision, strategies and plans.</p>

## Risks

### 00001 - Potential adverse publicity over new corporate identify

Effects	There may be potential adverse publicity associated with the development of the new corporate identity.
Active	Yes
Risk Score	9
Mitigation	This can be alleviated through careful management of the process and through good communications support.
Date Raised	13/04/15
Progress on Actions	The risk has been reviewed Clear direction has been provided through the Work Stream 1 members' sub-group meetings. The costs are to be kept down and also cost avoidance is to be recorded by the project team. 07-07-2015

### 00002 - Failure to deliver new corporate identify

Effects	Potential failure to deliver the new corporate identity at the right time and to the right quality to reinforce the vision and values of the new organisation.
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Active	Yes
Risk Score	6
Mitigation	Need to manage project closely and to ensure that we engage with staff throughout the process.
Date Raised	13/04/15
Progress on Actions	The risk has been reviewed The support, time and focus of key specialists from the two Services will be needed in order to deliver this work to the right level of quality in the required time scale. This support will need to be supported by the line managers of the specialists. 02-07-2015

## 00003 - Breakdown in communications

Effects	Potential breakdown in communications between Branding and Identity work and Vision and Values work in work stream 2.
Active	Yes
Risk Score	1
Mitigation	Need to tie up the work so that there is no duplication and also so that gaps do not exist. This is being managed through close work with work stream 2 colleagues and through Karen Vaughan being a member of the project team for Corporate Identity.
Date Raised	13/04/15
Progress on Actions	The risk has been reviewed. This is being managed closely to prevent gaps or duplication occurring.02-07-2015

## 00004 - Potential failure to carry out efficient procurement process for work wear.

Effects	Rushed delivery of new work wear, potential of getting poor quality items or items that don't fit, potential failure to demonstrate key change through new branding on day one. Also, potential failure to supply new work wear to Joint Command and Control Centre for their day one in August.
Active	Yes
Risk Score	4
Mitigation	Mitigation - close management, carefully considered decision making, involvement of specialists.
Date Raised	02/07/15
Progress on Actions	On track through close management. Some issues with limitations of South East Framework being managed. Some lack of clarity on direction for work wear now resolved.07-07-2015

## 00005 - Potential failure to engage staff in rebranding exercise

Effects	Staff do not feel that they own the visual identity or work wear leading to conflict and loss of morale.
Active	Yes

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Risk Score	4
Mitigation	Staff survey on visual identity and work wear prior to final decisions being made and good communications on decisions and rationale.
Date Raised	02/07/15
Progress on Actions	This risk has been reviewed the controls are on track. There are no changes required 07-07-2015

## 00006 - Lack of capacity and focus of key personnel to deliver the 2016 SofA and AGS

Effects	The functional reviews need to be completed and confirmation of positions provided so that key people can focus on the work required for 2016 Statement of Assurance and the Annual Governance Statement. 02-07-2015
Active	Yes
Risk Score	6
Mitigation	Situation being monitored. 02-07-2015
Date Raised	02/07/15
Progress on Actions	The risk has been reviewed and is continually being monitored. 07-07-2015

## 00007 - Failure to deliver critical policies and procedures through not providing resources.

Effects	Failure to provide legal compliance by 1st April 2016 and to be ready for audit in December 2015.
Active	Yes
Risk Score	6
Mitigation	JLT paper for 8th July meeting containing resources requirements identified by lead personnel and as captured in the work programme.
Date Raised	04/07/15
Progress on Actions	The risk is being reviewed In progress. 07-07-2015

## 00008 - Failure to engage effectively with representative bodies and to programme and manage the consultation and negotiation work for critical policies and procedures.

Effects	Overload of key people required to be engaged in consultation and negotiation processes leading to potential failure to meet deadlines of December 2015 audit and April 2016 go-live.
Active	Yes
Risk Score	6
Mitigation	Planning taking place at mandate level to stagger the work and to explain the programme of consultation and negotiation. Discussions taking place with Wiltshire's Brigade Manager People to agree way forward re: communication with representative bodies.
Date Raised	04/07/15
Progress on Actions	The risk has been reviewed in progress 07-07-2015



# Workstream Template

Costs	
Budget Allocation (£000's)	£155,000
Revenue Expenditure (£000's)	£193,000 (Netted off to £95,741 over 4 years)
Capital Expenditure (£000's)	N/A
Narrative	<p>The re-branding will involve additional costs for the two services in order to provide the initial set of work wear, vehicle markings and station signage. The costs have been netted off and the reduced costs of buying work wear through a framework have been taken into account. The exact costs of re-branding will depend on the work wear options selected during the procurement exercise later this month, following the end of the period of the staff survey.</p> <p>The costs of re-branding in 2015/16 are expected to be c. £180,400 assuming that vehicle signage is done in house. There will also be a need to write off c. £60,000 worth of stock. There will be approximately £12,500 of consultancy and graphic design costs. Therefore, the total cost of re-branding in 2015/16 will be c. £193,000 plus £60,000 of stock written off. However, when netting off the costs for 2016/17 and for the next 3 years and benefiting from buying items through the Framework, the net additional costs over the four years are c. £95,741 plus the £12,500 costs of the consultant and the graphic designer. In addition there is the £60,000 worth of stock to be written off in 2015/16. 14-07-2015</p>

Benefits	
Cashable Benefits	
BEN.49.01 - Top Team Transition	
Cashable Savings?	
Status	On Target

Non Cashable Benefits	
BEN.49.02 - There are no non-cashable benefits to be reported on	
Status	

## General Information

### Workstream 2- Strategic and organisational development

Reporting Date

13/07/15

## Summary of progress

Manager's Report

### Vision and Values Work

Two workshops have been held with over 100 Middle Managers on 15/22 June to get their views on the suggested draft vision. The Members Seminar on 23 June has given Members the opportunity to inform the new Vision. Work is underway to take those inputs and create a final vision document which JLT will consider. Comments made by Middle Managers will be fed into functional reviews and reported back to delegates. Discussions have taken place with Workstream 4 on the overall approach and the work within the functional reviews will create the priorities that underpin the enabling strategies. A paper will be considered by JLT at the end of July on the timescales and how this is brought together to create the overall Community safety Plan and the Corporate Calendar

A desk-top review of values and behaviour standards has been completed and a useful follow-up call took place with Scottish FRS which is helping to shape action planning for this work going forward. A summary of the outputs from the Visioning day in May and the Managers Briefings days held in June are also being considered to develop outline proposals/options for the Values and Behaviours frameworks. A list of volunteer Change Agents has been compiled and first meeting/"induction" sessions are being arranged. There is potential to use this group as a sounding board for future values/behaviours work. A more detailed timeline/action plan being developed as expectations and timelines become clearer.

### Finance

Capital investment requirements from the two existing Medium Term Finance Plan documents are being reviewed. A decision is required on progressing the replacement of aerial appliances given that £2.4m exists in the 2015/16 and 2016/17 capital programmes. This will be picked up at the next available JLT meeting. An initial meeting took place on 1 June 2015 with AON who act as insurance brokers for the two Service's currently which scoped out the delivery of the work on the insurance mandate. A draft timetable of activity running from July 2015 through to March 2016 is in place but it is not yet clear whether a full tender exercise will be required or whether it is possible to extend existing contract for a further year. Determination of this will impact on workload requirements but the timetable will cater for either scenario. Initial meetings have been held with Unit 4 to agree a way forward on the creation of a single financial system and the Project Manager appointed is planning a series of design workshops to kick off the project. Due to the delay in getting the Project Manager post in place, a combined network, and Agresso consultant availability, the programme timetable has been reviewed.

### Performance Management

Regular meetings every two weeks are being held between the mandate manager and mandate sponsor. The Service Level Agreement has been signed to extend the licence for Sytle and the outline project plan to install Sytle 2 has been agreed and is waiting confirmation on the date of installation into the Cloud. The Mandate Sponsor has received a briefing on Sytle 2 and further meetings are being planned. Work continues on the development of the performance management framework which will be considered by JLT in July. An additional mandate covering Performance and Quality standards has been scoped and signed off by Members attached to Workstream 2. This mandate creates a single criteria to determine whether the service should adopt any accredited quality standard and also determines the expectations required of performance on station. Project Team has been formed and the first meeting is being held in early July.

04-07-2015

# Workstream 2 Report

Status of Mandates	On Target
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Risk Status	On Target
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## Issues

### 00001 - Replacement of Aerial Appliances

Impact	The level of savings within the capital plan will not be achieved
What has been done so far?	Discussion has taken place in JLT and a supporting paper has been prepared for consideration
Action Required	A decision is required on progressing the replacement of aerial appliances given that £2.4m exists in the 2015/16 and 2016/17 capital programmes. This needs to be picked up at the next available meeting 04-07-2015

## Mandates

### 00001 - Vision

End Date	31/03/16
Status	On Target
Progress	Two workshops have been held with over 100 Middle Managers on 15/22 June to get their views on the suggested draft vision. The Members Seminar on 23 June has given Members the opportunity to inform the new Vision. Work is underway to take those inputs and create a final vision document. JLT will consider the draft vision in July. Comments made by Middle Managers will be fed into functional reviews and reported back to delegates.23-06-2015

### 00002 - Developing enabling strategies and approaches

End Date	31/03/16
Status	On Target
Progress	Discussions have taken place with Workstream 4 on the overall approach and the work within the functional reviews will create the priorities that underpin the enabling strategies. A paper will be considered by JLT at the end of July 30-06-2015

### 00003 - Develop and introduce a performance management framework

End Date	01/09/17
Status	On Target
Progress	Regular meetings every two weeks are being held between the mandate manager and mandate sponsor. The Service Level Agreement has been signed to extend the licence for Sycle and the outline project plan to install Sycle 2 has been agreed and is waiting confirmation on the date of installation into the Cloud. The Mandate Sponsor has received a briefing on Sycle 2 and further meetings are being planned. Work continues on the development of the performance and risk management framework which will be considered by JLT in July.

### 00004 - Harmonised insurance policy, procedures and contracts

End Date	29/02/16
Status	On Target

# Workstream 2 Report

Progress	An initial meeting took place on 1 June 2015 with AON who act as insurance brokers for the two Service's currently. At the meeting we looked to scope out the delivery of the mandate work. We have a draft timetable of activity running from July 2015 through to March 2016. It is not yet clear whether a full tender exercise will be required or whether it is possible to extend existing contract for a further year. Determination of this will impact on workload requirements. The timetable will cater for either scenario. 29-06-2015
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00005 - Implementation of a single finance system and coding structure	
End Date	31/03/16
Status	On Target
Progress	Initial meetings have been held with Unit 4 to agree a way forward, and the Project Manager appointed is planning a series of design workshops to kick off the project. Due to the delay in getting the Project Manager post in place, a combined network, and Agresso consultant availability, the programme timetable has been reviewed.

00006 - A single set of financial regulations, financial procedures and contract procedure	
End Date	29/01/16
Status	On Target
Progress	Finance Regulations and Contract Standing orders for the new Authority were drafted and submitted for approved by the Shadow Authority, which met on 23 June, for their adoption on 1 April 2016. Work will continue to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016.

00007 - Review of future capital investment requirements	
End Date	29/01/16
Status	On Target
Progress	Capital investment requirements from the two existing Medium Term Finance Plan documents are being reviewed. A decision is required on progressing the replacement of aerial appliances given that £2.4m exists in the 2015/16 and 2016/17 capital programmes. JLT were due to consider a report on this issue on 13 May 2015 but the report has not yet been received. This needs to be picked up at the next available JLT meeting.

00009 - Values and Behaviour Standards	
End Date	31/03/16
Status	On Target
Progress	Desktop review of values used in other organisations and fire and rescue service to identify key themes, etc. is ongoing. Focus groups will be considered at a later date and, if possible, aligned to work on Branding and Comms taking place in workstream 1. Also need to consider outputs from Visioning Day held on 17 April. Telephone conference call with Scotland FRS was really informative and further call scheduled for 8 May. Considering use of external consultancy to support focus group/survey work with staff.

# Workstream 2 Report

## 00010 - Performance and Quality Standards

End Date	31/12/15
Status	On Target
Progress	This mandate has been scoped and signed off by Members attached to Workstream 2. A Project Team has been formed and the first meeting is being held in early July 02-07-2015

## Risks

### 00002 - Failure to deliver key milestones identified in each of the mandates

Effects	Failure to deliver key milestones and deliverables will hamper the creation of an effective new Service from 1 April 2016
Active	Yes
Risk Score	8
Mitigation	Pro-active management reporting of the progress of the overall workstream and individual mandates. Mandate and Workstream Reporting is under way. Regular meetings have been set up between Workstream Lead and Programme Lead to identify issues. 4 Members have been appointed to scrutinise the work completed within this workstream
Date Raised	28/03/15
Progress on Actions	This risk has been reviewed. All mandates are currently on target and are subject to regular review and scrutiny and no change to the risk scoring is required 02-07-2015

### 00003 - Lack of resources will hamper the delivery of key milestones

Effects	
Active	Yes
Risk Score	8
Mitigation	Pro-active management reporting of the progress of the overall workstream and individual mandates. Mandate and Workstream Reporting is under way. Regular meetings have been set up between Workstream sponsors Programme Lead to identify issues. Members are scrutinising the work completed within this workstream
Date Raised	04/07/15
Progress on Actions	This risk has been reviewed. All mandates are currently on target and are subject to regular review and scrutiny and no change to the risk scoring is required 04-07-2015

## Costs

Budget Allocation	£94,000
Expenditure	£2,974
Narrative	Expenditure is on target and there are no issues to raise at this stage

## Benefits

### Cashable Benefits

#### BEN.50.02 - Future capital Investment

Cashable Savings?	There are no cashable savings to report on at this time
Status	On Target

## Non Cashable Benefits

**BEN.50.03 - There are no non-cashable savings yet to report on**

Status	
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## General Information

### Workstream 3 - Safety centre, strategic hub and joint control

Reporting Date

13/07/15

## Summary of progress

### Manager's Report

#### **Joint Command and Control Centre (JCCC) and Networked Fire Control Services Partnership (NFCSP)**

Wiltshire went live on the new NFCSP system on 1 July and the initial roll-out went smoothly, although there was a significant test of resilience on 3/4 July! On the Friday evening (3 July), a burst pipe led to the Hampshire server room being flooded. The decision was made to evacuate Hampshire Control staff to Potterne and, on arrival, they were able to log in and work as normal. On the same evening, the bad weather led to power supply issues at Potterne but the resilience arrangements worked as planned and there was no effect to Control room operations. This was a good thing as, at the same time, the storms were lashing Poole and Bournemouth in particular, and the Control room in Dorchester went into spate conditions. During this period, Wiltshire Control operators dealt with over 50 overflow calls until things had calmed sufficiently for Dorchester to take all calls again. Hampshire staff continued to work out of Potterne until Saturday evening, with the last operators leaving for Eastleigh just before 9pm. While we wouldn't necessarily have chosen to test the new partnership arrangements as thoroughly and as quickly, the hard work of all affected staff meant that we maintained resilience and continued to respond to our local communities as they would expect. The Joint Command and Control Centre in Potterne will open on 26 August and start taking calls for both Wiltshire and Dorset. The final piece of the NFCSP jigsaw will then slot into place in late September when Devon & Somerset 'go live'.

#### **Strategic Hub**

The Joint Committee considered a number of options at its June meeting for the strategic Hub and directed the focus of work onto the Five Rivers Campus in Salisbury. A number of site meetings have now been held to ensure the premises currently in build would be fit for purpose for the new service. A draft Heads of Terms are currently under negotiation and will be submitted to the shadow policy and resources committee at their meeting on 22 July. This is a high level document outlining key issues such as length of term etc. and will be supported by a more detailed lease agreement. Work is currently focusing on what additional work may be required prior to occupancy and on designing an effective office concept that will have wider implications for property assets. Whilst the current build is on target, it remains the intent for occupancy to be available by 01 April 2016. A further project element has now been incorporated into the workstream to include a formal opening ceremony and communications are taking place to secure an appropriate guest of honour.

#### **Safety Centre**

The Joint Committee considered a number of options at its June meeting for the Safety Centre location and following debate agreed that they would like the concept to include a roadwise section. This, in effect, reduced the number of options available to two; the Royal Wootton Bassett campus and the Science Museum on the Swindon / Wiltshire border. As more due diligence work was required, the Joint Committee agreed to defer a decision to their September meeting. Options for each site are now subject to research and options will be focused on a new build. In the meantime, governance arrangements are being considered for the new Centre and partner engagement is well under way. 07-07-2015

Status of Mandates

On Target

Risk Status

On Target

# Workstream 3 Report

## Issues

### 00001 - There are no issues to be considered at this time

Impact	
What has been done so far?	
Action Required	

## Mandates

### 00001 - Strategic Hub

End Date	31/03/16
Status	On Target
Progress	<p>The Joint Committee considered a number of options at its June meeting for the strategic Hub and directed the focus of work onto the Five Rivers Campus in Salisbury. A number of site meetings have now been held to ensure the premises currently in build would be fit for purpose for the new service. A draft Heads of Terms are currently under negotiation and will be submitted to the shadow policy and resources committee at their meeting on 22 July. This is a high level document outlining key issues such as length of term etc. and will be supported by a more detailed lease agreement. Work is currently focusing on what additional work may be required prior to occupancy and on designing an effective office concept that will have wider implications for property assets. Whilst the current build is on target, it remains the intent for occupancy to be available by 01 April 2016. A further project element has now been incorporated into the workstream to include a formal opening ceremony and communications are taking place to secure an appropriate guest of honour.</p>

### 00002 - The Safety Centre

End Date	31/03/17
Status	On Target
Progress	<p>The Joint Committee considered a number of options at its June meeting for the Safety Centre location and following debate agreed that they would like the concept to include a roadwise section. This, in effect, reduced the number of options available to two; the Royal Wootton Bassett campus and the Science Museum on the Swindon / Wiltshire border.</p> <p>As more due diligence work was required, the Joint Committee agreed to defer a decision to their September meeting. Options for each site are now subject to research and options will be focused on a new build. In the meantime, governance arrangements are being considered for the new Centre and partner engagement is well under way.</p>

### 00003 - JCCC and NFCSP (to go live)

End Date	20/07/15
Status	On Target
Progress	<p>Wiltshire went live on the new NFCSP system on 1 July and the initial roll-out went smoothly, although there was a significant test of resilience on 3/4 July! On the Friday evening (3 July), a burst pipe led to the Hampshire server room being flooded. The decision was made to evacuate Hampshire Control staff to Potterne and, on arrival, they were able to log in and work as normal. On the same evening, the bad weather led to power supply issues at Potterne but the resilience arrangements worked as planned and there was no effect to Control room operations. This was a good thing as, at the same time, the storms were lashing Poole and Bournemouth in particular, and the Control room in Dorchester went into spate conditions. During this period, Wiltshire Control operators dealt with over 50 overflow calls until things had calmed sufficiently for Dorchester to take all calls again. Hampshire staff continued to work out of Potterne until Saturday evening, with the last operators leaving for Eastleigh just before 9pm. While we wouldn't necessarily have chosen to test the new partnership arrangements as thoroughly and as quickly, the hard work of all affected staff meant that we maintained resilience and continued to</p>

# Workstream 3 Report

respond to our local communities as they would expect. The Joint Command and Control Centre in Potterne will open on 26 August and start taking calls for both Wiltshire and Dorset. The final piece of the NFCSP jigsaw will then slot into place in late September when Devon & Somerset 'go live'.

## 00004 - NFCSP (Post go-live)

End Date	31/10/17
Status	None
Progress	NFCSP is not yet live

## Risks

### 00002 - Lack of capacity to deliver the workstream

Effects	Failure to deliver a number of the mandate milestones
Active	Yes
Risk Score	9
Mitigation	Regular reporting of progress and issues to JLT
Date Raised	02/04/15
Progress on Actions	The risk has been reviewed and there are no resource issues to be considered at this time 07-07-2015

## Costs

Budget Allocation	£2,208,200
Revenue Expenditure	£271,408
Narrative	There are no cost issues to be considered at this time

## Benefits

### Cashable Benefits

#### BEN.51.01 - JCCC

Cashable Savings?	There are no cashable benefits to report on at this stage
Status	On Target

### Non Cashable Benefits

#### BEN.51.02 - There are no non-cashable benefits yet to be reported on

Status	
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## General Information

### Workstream 4 - Service Delivery and Operational Assets

Reporting Date	13/07/15
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## Summary of progress

### Manager's Report

#### **Establish Strategic Priorities for Prevention, Protection and Response - ON**

**TARGET** Core functions have been revised against the emerging vision and these have been used to develop final structure and resourcing proposals. They will be used to set strategic priorities and performance/evaluation measures by 14-08-2015/01-09-2015 respectively.

#### **A Revised Structure for Service Delivery (Prevention, Protection and Response) - ON**

**TARGET** All structures have now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These will be reviewed by the Joint Leadership Team in the first two weeks of July, and a full review of the overall structure and its dependencies will be considered by mid-August. A further review is then required for operational service delivery, considering the links to Performance and Scrutinee Committees and the dependencies emerging from functional reviews, such as business partnering arrangements. There is also a need to consider links to an emerging structure for Organisational Development.

**Review Response Standards - ON TARGET** Existing standards, measures, targets and data have been reviewed and initial proposals have been considered by the Joint Leadership Team. Formal proposals will now be circulated for consideration at the Policy and Resources Committee on 22 July.

#### **Flexible Duty System (FDS) - AT RISK**

Current arrangements have been reviewed and consultation started on 18 May following agreement of a Joint Industrial Relations Protocol. The meeting on 16 July 2015 had to be slipped as formal proposals were not ready at this time. Detailed proposals will now be presented to representative bodies on 31-07-2015 for the purpose of ongoing consultation and, where appropriate, negotiation. There is a risk that resistance to proposals could impact the milestones of this project. A formal JLT risk and issue has been raised.

Status of Mandates	Experiencing Obstacles
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Risk Status	At Risk
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## Issues

### 00001 - FDS Consultation and Negotiation

Impact	The savings in the business case are at risk if a single FDS duty system cannot be agreed.
What has been done so far?	Consultation and negotiations are underway and formal proposals are being developed for delivery on 31.07.2015. Initial responses from representative bodies are causing concern and it is anticipated that this will have an impact on the level of progress that is needed to meet the existing deadline.
Action Required	A discussion is needed at JLT to explore the levels of risk and impact on the business case savings.

# Workstream 4 Report

Mandates	
<b>00001 - IRMP</b>	
End Date	15/08/15
Status	On Target
Progress	<p><b>Establish Strategic Priorities for Prevention, Protection and Response</b> Core functions have been revised against the emerging vision and these have been used to develop final structure and resourcing proposals. They will be used to set strategic priorities and performance/evaluation measures by 14-08-2015 and 01-09-2015 respectively.</p> <p><b>A Revised Structure for Service Delivery (Prevention, Protection and Response)</b> All structures have now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These will be reviewed by the Joint Leadership Team in the first two weeks of July, and a full review of the overall structure and its dependencies will be considered mid- August.</p> <p><b>Review Response Standards</b> Existing standards, measures, targets and data have been reviewed and initial proposals have been considered by the Joint Leadership Team. Formal proposals will now be circulated for consideration at the Policy and Resources Committee on 22 July.</p> <p>07-07-2015</p>
<b>00002 - Flexible Duty system</b>	
End Date	01/04/16
Status	Experiencing Obstacles
Progress	<p><b>FDS</b></p> <p>Current arrangements have been reviewed and the outline scope of a single FDS rota system has been established. This is aligned to the concept of operations for NFCSP and includes revisions to operational command levels. Impacts on leave have been considered, as have work force planning impacts. Consultation/negotiation has started and formal proposals were due to be presented to representative bodies on 16-07-2015. This has slipped due difficulties being encountered and they will now be presented on 31-07-2015. At this stage, the level of constructive challenge to the proposals is not clear, but feedback from the initial meeting suggest that issues around FDS definitions and interpretations within the Grey Book will form a fundamental point of ongoing discussions. There is a risk that high levels of challenge could impact the current milestones, particularly if external direction is required. This will need to be evaluated after 31-07-2015.</p> <p><b>Management Solution</b></p> <p>Given the need to develop an overall WDS and RDS operational availability system, it is likely that initial FDS arrangements will move forward with a spreadsheet solution.</p> <p>07-07-2015</p>
<b>00003 - Assets Review</b>	
End Date	31/03/16
Status	On Target
Progress	<p><b>Establish Strategic Priorities</b> Core functions have been revised against the emerging vision and these have been used to develop final structure and resourcing proposals. They will be used to set strategic priorities and performance/evaluation measures by 14-08-2015/01-09-2015 respectively.</p> <p><b>Develop a Combined Structure</b></p>

# Workstream 4 Report

The structure has now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These will be reviewed by the Joint Leadership Team in the first two weeks of July, and a full review of the overall structure and its dependencies will be considered in mid-August.

## Risks

### 00002 - Consultation and Negotiation of the FDS

Effects	Challenge to proposals and negotiations could have an adverse impact on milestones and delivery of a single FDS, which is planned for 30/09 to go live on 01-04-2016.
Active	Yes
Risk Score	12
Mitigation	Ongoing consultations and negotiations are being delivered
Date Raised	07/07/15
Progress on Actions	Formal proposals are being developed and these will be presented to representative bodies on 31-07-2015. A discussion is needed at JLT on the progress and issues. (07-07-2015)

## Costs

Budget Allocation	£10,000
Expenditure	
Narrative	There are no cost issues yet to be reported

## Benefits

### Cashable Benefits

#### BEN.48.02 - Assets

Cashable Savings?	There are no cashable savings yet to be reported on
Status	On Target

### Non Cashable Benefits

#### BEN.48.03 - There are no non cashable benefits to be reported

Status	
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## General Information

### Workstream 5 - People and organisational design

Reporting Date

13/07/15

## Summary of progress

Manager's Report

### Competence framework for operational staff

The work to date has focused on establishing shared principles that make up the operational licence. Following a number of productive meetings agreement has been reached on what the future content should be and the course durations and preferred delivery models in each core area. The details have been agreed with Service Delivery and impacts on RDS staff have been considered throughout the process.

The work to complete the functional review is progressing well and the metrics associated with the analysis of what training will be required in the new service to support the delivery of the volume of training for the operational licence has been translated into trainer delivery hours and subsequently into a draft structure.

Departmental functions have also been reviewed and within this mandate area they now align to operational training. Broader L&D functions have not yet been considered as they are dependent on wider policy direction from Workstream leads.

There is no plan to deliver a single software solution for recording competence during 2015/16. The ICT roadmap and software delivery plan will be developed following the functional reviews as ICT requirements are being assessed and prioritised through the functional review templates. Service delivery will continue to provide the direction and influence required to ensure role maps and competencies are suitable to meet IRMP requirements across all duty systems as the strategy work develops over the next few months. This work will also need to take into account national drivers such as the Thomas review and any proposed changes to role maps and National Occupational Standards that arise from current discussions within the NJC. It will also need to reflect the need to have in place sustainable duty systems in the medium term.

In anticipation of this work the functional reviews are also considering the requirements for transitional projects to deliver key elements of work that will be required to enable proposed structures to be realised. In this mandate area this will primarily involve determining the resources required to deliver a single competency recording system. When this work is commissioned it will be necessary to re-evaluate existing competency statements against the Fire Professional Framework and the qualifications framework that is delivered by Skills for Fire. This work will also need to be aligned to the opportunities available from the NFCSP to ensure that capacity can be maximised and best alignment can be achieved to assure collective working and fire-fighter safety when working across county boundaries.

### The focus of this mandate area in terms of deliverables remains:

- Consistent approach to operational I licences, aligning where possible to the Fire Professional Framework and best practice across both FRSS
- Consistent use of language and common understanding across L&D activities
- Agreed refresher/re accreditation frequencies
- Agreed assessment methodology for operational licences
- Plan to deliver a single competency and training recording system – links to Work streams 5 & 6
- Agreement on future of development rate of pay
- Streamlined process with reduced bureaucracy

23/06/2015

### HR Framework

The HR Framework covers the policy prioritisation, procurement contract reviews, MIS migration plan, HR Strategies formulation, IIA and E&D work. It also provides a link into Workstream 1 for CFA items such as the Pay Policy, Pension Discretions etc. From the policy work will come the terms & conditions of new employees. The TUPE consultation document will be a collaboration

between the HR Framework mandate and the other HR mandates, as this document will need to cover all staff – retained, wholetime, control & corporate staff, and it needs to take into account work done in the other workstreams e.g. FDS discussions, etc, so that we don't miss any measures being discussed/considered.

Policy and procedure prioritisation and the creation of a fully resourced and time lined delivery plan is progressing well in line with combination programme requirements.  
TUPE training sessions have been held for managers across both services and they have been well received. A consultation document is being developed and a briefing note was provided to the JLT on the 24th of June.  
Consultation meetings have been arranged with trade unions and staff briefings have been programmed to take place in early July. Updated 23/06/2015

## Organisational Design and Workforce Planning

Job Description and Job Factor templates agreed and distributed as part of Functional Reviews along with supporting guidance for managers. Additional H.R. support for completion of these aspects is now in place to support Department Heads and Managers who are involved in completing functional reviews.

Functional reviews are progressing well overall and dates have been set where managers will need to present their initial review of departmental functions and outline structures to the JLT (initial sign-off completed by the 13 July). Dates have been set for the JLT to sign off the final organisational structure in late September.

Job descriptions will be completed for all functional reviews by the end of July so that the process of Job Evaluation can be undertaken by South West Councils during August. A quality assurance panel consisting of HR managers and Unison representatives will then convene during the week commencing the 31 August. A new pay structure for corporate staff will be developed in September. The final organisational structure, pay structure and consultation document will be signed off by the JLT on the 29 & 30 September. The structure will then be released to staff in October as we move into more formal consultation.

Role evaluation for uniformed staff will be undertaken during July and August.

23/06/2015

## Staff Transition

A staff transition process is being developed, this will include a clear time line of activity and milestones. Guidance and advice has been sought from an HR professional with a wealth of experience in TUPE transfers and mergers to ensure that the process is compliant, efficient and effective.

A Wholetime Duty System Transfer register will also be established seeking expressions of interest from WDS firefighters who would like a transfer between stations in the new service. These will need to be considered in line with WDS recruitment activities.

We are also sending out an email seeking expressions of interest for Voluntary Redundancy, Early Retirement and Flexible retirement which will be considered as part of the transition process.

The overarching aim is to ensure that minimal disruption and distress is caused to staff and that the new organisation ends up with the right people with the right skills to be able to operate effectively as the new service emerges and moves forward.

23/06/2015

Status of Mandates

On Target

Risk Status

On Target

# Workstream 5 Report

## Issues

### 00001 - RESOLVED - Lack of sufficient Technical HR capacity

Impact	Failure to deliver the mandates being managed within this workstream
What has been done so far?	There has been recognition that more resources will be required to sustain the work as we move forward. The current provision within the agreed budget is for 3 extra posts. Two of the posts have been filled using a mixture of additional hours for some HR staff and through back fill and release into the programme.
Action Required	<p>Following the workstream meeting on the 7 of May it was proposed that additional posts will be needed as the HR transition, functional reviews and policy and procedure work is progressed.</p> <p>Proposed use of South West Councils to manage bulk of Job Evaluations will help to mitigate impact on HR staff 11-05-2015</p>

## Mandates

### 00001 - Staff Transition

End Date	31/03/16
Status	On Target
Progress	<p>The initial Transition Process Report was discussed at JLT in April. It was resubmitted to JLT on 13 May 2015. The transition process will;</p> <ul style="list-style-type: none"> <li>• Entail communication, engagement and consultation with the trade unions, ensuring that appropriate and timely formal consultation occurs with employees and their representatives with the aim of making sure they are kept fully informed and employees and managers are supported through the process.</li> <li>• Ensure a clear, consistent and fair approach to the transition process, including full consultation with stakeholders on 'reasonableness'.</li> <li>• Promote compliance with relevant employment legislation.</li> <li>• Ensure that all reasonable steps are taken to avoid compulsory redundancies.</li> <li>• Ensure Inclusive Impact Assessments are initiated and the outputs are considered and the Assessments are updated throughout the transition process.</li> <li>• Ensure an overview of best fit for the Service, to meet the business need.</li> <li>• Once the functional reviews have been completed, along with the production of job descriptions/role maps, the organisational design and transition process can be finalised. The Corporate Staff briefings may indicate that there are a small number of staff who are not be interested in transferring to the new service and this will impact on the actual transition of staff from one structure to another. Other key issues that are included in the briefings will be: <ul style="list-style-type: none"> <li>• TUPE</li> <li>• Consultation</li> <li>• Transition process</li> <li>• Timelines</li> <li>• Terms and conditions</li> </ul> </li> </ul> <p>A meeting has already been held to discuss the learning points from the JCCC process. This has informed the detail of this draft transition process. Dates towards the end of June are being finalized for Corporate staff briefings, and these will follow management briefings earlier that month.</p> <p><b>Proposed timetable</b></p> <p><b>May 2015</b></p> <p>Meetings to be organised to proceed with consultation with the trades unions.</p> <p>Information finalised in readiness to make available to corporate staff as a result of the briefings, to include options for staff who are interested in leaving rather than transferring.</p>

# Workstream 5 Report

## June 2015

Information to be finalised regarding Corporate Staff briefings.

Corporate Staff briefings to be held.

## July 2015

Top Team appointments due to be finalised.

Functional Reviews to be finalised.

Individual meetings to be arranged as potentially requested by members of corporate staff.

Initial formal consultation with the trades unions to start regarding the organisational design.

## August 2015

Job evaluation to be undertaken by South West Councils.

## Sept 2015

Job Evaluation process for corporate staff posts to be completed.

Functional Reviews to be considered by JLT.

### 00002 - Organisational Design & Workforce Planning

End Date	31/03/16
Status	On Target
Progress	<p>Job Description templates have been produced in draft for inclusion in Functional Reviews. The approach to functional reviews will be signed off on the 8 May by the programme team for further consideration by the JLT on the 13 May.</p> <p>Current establishment levels and associated budgets have been compiled to ensure that all posts are captured within the functional reviews. The proposal is that all posts and departments will be subject to a functional review. Consideration needs to be given as to whether the structures that will form the basis of the MTFP need to be accompanied by the actual structures that will be in place on 1 April 2016 due to dependencies that will prevent them being fully implemented by Combination date . It is also proposed that strategy work and transitional requirements will need to be identified within the functional reviews so that the resources and decisions needed to move to the future structures are identified. This will also potentially identify temporary post requirements that could be filled by some staff who are not successful in securing roles in the new organisation's substantive structures.</p> <p>Discussions are on-going regarding existing temporary contracts and their cessation dates to ensure consistency. There may be impacts on staff leaving as a result and this could impact on capacity to support the programme. This will be considered by JLT</p> <p>Informal discussions with UNISON reps have taken place regarding job evaluation and pay modeling. South West Councils will be undertaking this work on our behalf.</p>

### 00003 - HR Framework

End Date	31/03/16
Status	On Target
Progress	<p>Transfer of Undertakings (Protection of Employment) (TUPE) consultation requirements for representative bodies and staff - an outline paper of the requirements is currently being drafted and will be reviewed by the legal services prior to the meeting being held in July.</p>

# Workstream5 Report

TUPE Awareness training for managers has been organised and invites have been sent this week for dates in June. Potentially further training may be needed to ensure all managers have the basic understanding of what can be changed, what is considered a measure and what is TUPE'd across into the new organisation. HR Framework mandate lead is making sure that all any issues re TUPE transfer arising out of the other workstreams are being monitored and considered.

The Consultation requirement for this area is significant and will involve HR staff in discussions with representative bodies, as well as writing to individuals and it is considered that there is insufficient capacity within current resources to meet this need- an issue that will be considered by the JLT.

Work is underway for the HR Strategy but this area of work has a dependency on the outcomes of the work on developing the new vision, values and strategic aims and objectives being developed in Workstream 2.

Work has been completed on the policy and procedure prioritisation and is being collated by the Programme team. There are a significant number of policies and procedures that need to be in place by 1st April 2016 and the capacity of current resources will not be sufficient to complete this work.

Contract Reviews: Research is underway to look at the impact of Pension Administration. This work is being completed by Phil Chow and is due to be raised at a meeting with DCLG.

There is a requirement to ensure that the programme of systems integration is planned for implementation over the next three to four years and this is being coordinated through Workstream 6 and this programme will include the migration plan of the HR/L&D MIS system/s.

Inclusive Impact Assessment workshops have been arranged and progress is being made towards embedding this process within the Programme activities, and in the future working of the new Service.

Meetings have been organised with representative bodies to start to set up joint collective bargaining arrangements for the period leading up to and also into the Combination.

## 00004 - Competency Framework

End Date	31/03/16
Status	On Target
Progress	<p>The work to date has focused on establishing what the similarities and differences are in relation to the existing operational licenses in both services. This assessment will establish whether there are shared principles in terms of the courses that make up the operational licenses and whether frequencies for attendance are aligned and what can be achieved to provide assurance by 1st April 2016 given the fact that both services have in place training plans for 2015/16 that cannot be changed without dramatically impacting on existing competency frameworks. The initial work suggests that approaches to the operational license share very similar principles. A report will be completed by the 11th May to outline in detail what both approaches are currently, where they align, what the reporting and assurance process is for each currently and where alignment might be possible by April 2016.</p> <p>The competency statements that are aligned to the operational license courses are also being compared as a foundation for further work that needs to be done when determining the requirements of a shared operational and wider organisational competence framework are developed as part of the strategy work.</p> <p>There is at this time no plan to deliver a single software solution for recording competence during 2015/16. The ICT roadmap and software delivery plan will be developed to reflect the needs of the functional reviews and the dependencies they identify. Service delivery will provide the direction and influence required to ensure role maps and competencies are suitable to meet IRMP requirements across all duty systems as the strategy work progresses. This work will also need to take account of national drivers such as the Thomas review and any proposed changes to role maps and National Occupational Standards. It will also need to reflect the need to have in place sustainable duty systems in the medium term. Members of service delivery have been invited to meetings within this mandate area to ensure this alignment takes place at the appropriate time.</p>

# Workstream 5 Report

In anticipation of this work existing competency statements will be considered against the Fire Professional Framework and the qualifications framework that is delivered by Skills for Fire. This work will also need to be aligned to the opportunities available from the NFCSP to ensure that capacity can be maximised and best alignment can be achieved to assure collective working and firefighter safety when working across county boundaries.

**The focus of this mandate area in terms of deliverables remains:**

- Consistent approach to operational licenses, aligning where possible to the Fire Professional Framework and best practice across both FRSs
- Consistent use of language and common understanding across L&D activities
- Agreed refresher/reaccreditation frequencies
- Agreed assessment methodology for operational licenses
- Plan to deliver a single competency and training recording system – links to Work streams 5 & 6
- Agreement on future of development rate of pay
- Streamlined process with reduced bureaucracy

GM Myers has now been released full time to the combination programme and with GM Smith good progress is now being made against the deliverables. Meetings have also been set for work on the functional reviews and dependencies are being identified.

## Risks

### 00001 - Insufficient technical HR capacity to deliver key workstream requirements

Effects	As the workstream moves forward, this will generate a large number of key HR related tasks. It has been identified that the two services do not have sufficient HR technical capacity to deliver all of these tasks which could hamper the delivery of key workstream milestones and deliverables.
Active	Yes
Risk Score	9
Mitigation	Additional technical HR support has now been secured.
Date Raised	09/03/15
Progress on Actions	Additional capacity has been secured to focus on ensuring the HR transition and policy and procedure work is progressed. The risk has therefore been reduced.23/06/2015

## Costs

Budget Allocation	£332,000
Expenditure	£0
Capital Expenditure (£000's)	
Narrative	Overall costs are articulated within the business case. As the workstream develops, the costs will be broken down to provide the necessary level of assurance and scrutiny.

## Benefits

### Cashable Benefits

#### BEN.52.01 - Assets Functional Review

Cashable Savings?	
Status	On Target



# Workstream 5 Report

## BEN.52.03 - ICT Functional Review

Cashable Savings?	
Status	On Target

## BEN.52.04 - Other staff not yet included in Functional Review

Cashable Savings?	
Status	On Target

## Non Cashable Benefits

### BEN.52.02 - Consolidation of culture to support the new organisational vision

Status	On Target
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## General Information

### Workstream 6 - ICT and information management

Reporting Date	13/07/15
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## Summary of progress

### Manager's Report

**Infrastructure** - The principal focus is about bringing together the network; network management, computer servers; station end equipment (which mobilises firefighters/fire engines) and telephony. This will allow officers to work more efficiently and effectively during the transition phase. ICT auditors from the South West Audit Partnership have reviewed the general approach and a technical audit for the network migration with some low level issues factored into the respective project plans. A technical workshop has been held to review the active directory (i.e. network management). A further one is planned shortly. Station end equipment is being harmonised in Dorset to match all partners in the Networked Fire Control Project (NFCSP). Although we have had a short delay of 2 weeks due to the late arrival of technical equipment, the project is currently on track to be completed by the end of July. A letter of agreement between the two Services has been approved to allow Dorset's ICT manager to act as the technical lead for both Services prioritising work to support the NFCSP, Joint Command and Control Project, Combination and on-going technical delivery.

**Software** - We are taking a very measured view towards our ambition for 2015/16. We are intending to harmonise our financial management system with Dorset moving across to Wiltshire's systems. Meetings have taken place with the software company with the project on track (see workstream 2 report). We will also introduce a single performance management system which will be the roll out of an up graded Dorset's system. This project is being led by CFO Routh-Jones. and We are also planning during 2015/16 to adopt a single system for managing our flexi-officer rota system. Software systems are currently being evaluated as part of the functional reviews in order to develop a 3 year migration plan.

**Information Management** - Backfill arrangements are now in place to release the programme coordinator and allow for a single lead for information management across both Services. This arrangement is working well with legal oversight is still being provided by senior officers. An action plan has been formulated with clear timelines to ensure that we have a single policy and procedural approach to such areas as Freedom of Information, Data Protection and RIPA. We have agreed to temporarily suspend our connections to the public services network (PSN) to allow a more efficient network migration. Mitigation measures have put in place that allows confidential data to continue to be shared with our partners. An intranet is being developed to support staff during the transition which went live in late June. This site has been well received. Members will soon be sent links to the site including a separate web page specifically for members. An external company is currently being engaged to help develop a new website for the new Service with a technical specification currently being financially reviewed.

Status of Mandates	On Target
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Risk Status	On Target
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## Issues

**00001 - There is a significant resource planning issues arising from Wiltshire's network and security manager working maintaining his network; leading on this mandate and other critical mandates associated with the Combination Programme and supporting the NFCSP.**

Impact	There is no suitable resource available to complete the network integration if this resource is used to support NFCSP
What has been done so far?	Programme Team discussions have taken place to identify if anyone else has the necessary level of skills required but without success
Action Required	JLT are asked to agree the resource allocation to enable network integration to be completed on time

# Workstream 6 Report

## 00002 - The Integration of VOIP project will commence in May- issues escalated to resolve potential technical capacity issue.

Impact	The decision to delay the start of this project until May raises potential technical capacity issues
What has been done so far?	Discussions held with both ICT Teams to consider the implications of the delay and to try to identify suitable technical resources
Action Required	JLT asked to resolve technical issues resulting from the delay

## Mandates

### 00001 - Website

End Date	31/03/16
Status	On Target
Progress	<p>The external company delivering the website build is working up its detailed workplan, and the design will start as soon as the new corporate identity has been confirmed. The project team has agreed the topline navigation, and meetings will be held over the coming few weeks with key departments such as Prevention, Protection, Control and HR to agree a way forward for populating the site and maintaining content for the future. It has been agreed to use the domain name <a href="http://www.dwfire.gov.uk">www.dwfire.gov.uk</a></p> <p>The staff website has been delayed due to the departure of the original comms lead, but this should now go live in mid-June with the domain name <a href="http://www.dwfirestaff.com">www.dwfirestaff.com</a></p> <p>12-06-2015</p>

### 00002 - Information Management

End Date	31/03/16
Status	On Target
Progress	<p>07/07/15</p> <p>Scoping discussions have been held with an external agency to consider the longer term use of the new staff comms site as a joint intranet solution for the new Service. The project lead is receiving a demonstration of SharePoint to understand how this can be used as a document management tool, with the new site providing a user friendly front end.</p> <p>Discussions have also been had around the use of the joint Intranet to publish critical documents for consultation between now and April 2016, and new joint procedures post 1 April 2016.</p> <p>Staff involved in the combination are continuing to use the document management tool provided by IBM Cloud Connections and this is allowing staff to share information priori to network integration.</p>

### 00003 - Information Assurance and Security

End Date	31/03/16
Status	On Target
Progress	<p>After the 8 July we will be clear on the ICT platform being take forward for the new Service which will allow us to progress with an approach for document management. A link between the internal communications site dwfirestaff.com and the Service website dwfire.gov.uk will be made to reduce duplication of content input for staff, and where possible this will be fed from existing information systems. Input from external suppliers tis being sought to formulate a range of suitable options to be decided upon for development of the specification.</p> <p>An action plan for the delivery of this mandate has now been formulated. Policy and procedure harmonisation requirements have been finalised and work will now begin on aligning our information management policies. We have consulted with Airwave to determine accreditation requirements for the interim and for the new Service. A paper on our approach to the PSN while</p>

# Workstream 6 Report

we combine our ICT networks was presented to the JLT at its meeting on 24 June. As part of this mandate we will be reviewing the business case for the new Service to connect to the PSN. Discussions are taking place with Prevention teams to ensure that appropriate Data Sharing Agreements will be in place for the new Service in April 2016.  
16 June 2015

## 00008 - Roadmap for ICT Software and Hardware

End Date	31/03/16
Status	On Target
Progress	A comprehensive baseline assessment is being undertaken of all hardware and software systems and architecture.

## 00009 - Network Integration

End Date	31/03/15
Status	On Target
Progress	<p>Meetings have taken place with line suppliers and the MPLS design changes have been submitted. Awaiting final quotes before procurement of lines.</p> <p>The Gantt Chart has now been updated to reflect the additional work identified to make a truly integrated network with full resilience. Initial milestones will still be met but the project timeline has been extended to include a number of additional enhancements identified by the audit as well as the longer delivery times provided by line suppliers. These delivery times may reduce as surveys are undertaken, but it was seen as best to work to "worst case" delivery times.</p> <p>Preferred suppliers are being selected to work on some of the more complex areas alongside Dorset and Wiltshire Staff.</p> <p>Dorset IP Changes have been identified and scheduled.</p> <p>Upgrade of the Dorset Wireless controller have been scheduled.</p> <p>A meeting with Cisco is to be scheduled to look at the best way to merge licensing etc.</p> <p>09-07-2015</p>

## 00010 - Windows Active Directory

End Date	31/03/15
Status	On Target
Progress	5/6/19 - Initial workshop has taken place. A second, more detailed workshop has been booked to finalise the design before building.

## 00011 - Integration of telephone (VOIP)

End Date	31/03/15
Status	On Target
Progress	After reviewing the other work required within the other ICT projects to support this work, it was felt that the integration of the telephony system would be best done when all the other changes (Network, Active Directory and Server room builds) had been completed and tested. This project has now been scheduled for completion on 31st March 2015, but there are no risks associated with moving this project - it should reduce risks around the delivery of the project.

# Workstream 6 Report

Initial meetings have begun to identify dial plans, and preparation and further planning will begin soon, alongside identifying and scheduling supplier assistance when the project reaches its new start time. 09-07-2015

## 00012 - Station End Equipment

End Date	31/03/15
Status	On Target
Progress	The station end system for Dorset is being harmonised with Wiltshire's to support improved general business continuity and alignment to the NFCSP. The work is progressing well with Fortex configuring with Vision and some station end units being delivered and a programme of transition in place working off 3 per day. Wiltshire ICT have supported installation and configuration process

## Risks

### 00001 - Failure to harmonise ICT software and hardware systems and approaches

Effects	It is important that there ICT systems are harmonised before the creation of the new service to enable effective working from day 1
Active	Yes
Risk Score	12
Mitigation	Work commences from April 2015 on the harmonisation of the ICT systems and infrastructure. Development of the ICT Roadmap
Date Raised	10/03/15
Progress on Actions	A full baseline review of hardware, software and contracts is being updated to support the development of the ICT roadmap and to identify opportunities

### 00002 - Failure to harmonise Information Management arrangements

Effects	It is essential that Information management systems are harmonised from day 1 to provide the level of legal compliance required
Active	Yes
Risk Score	8
Mitigation	Involvement in the South West Regional Information Security Initiative, Creation of harmonised policies and procedures
Date Raised	10/03/15
Progress on Actions	Significant harmonisation has already taken place as both services participated in the South West Regional Information Security Initiative. Some technical issues need to be aligned

## Costs

Budget Allocation	£1,297,300
Expenditure (£000's)	£18,547
Narrative	Overall costs are articulated in the business case. As the workstream develops, the costs will be broken down to provide the necessary level of assurance and scrutiny

## Benefits

### Cashable Benefits

**BEN.53.01 - There are no cashable savings to report on at this time**

# Workstream 6 Report

Cashable Savings?	There are no cashable savings to report on
Status	On Target

Non Cashable Benefits	
<b>BEN.53.02 - Supporting new ways of working</b>	
Status	On Target