



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 5

MEETING	Shadow Policy and Resources
DATE OF MEETING	5 November 2015
SUBJECT OF THE REPORT	Combination progress report (September)
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For decision
EXECUTIVE SUMMARY	This report provides an overview of the programme performance since the last meeting on the 17 September 2015. Overall progress is on track. Whilst there are significant workloads associated with the programme, there are no concerns to be raised at this time that affect the delivery of the agreed strategic objectives.
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. A financial summary is provided within the report at Appendix B.
RECOMMENDATIONS	It is recommended that Members note and comment upon the contents of this report
BACKGROUND PAPERS	Strategic overview of the Combination programme and governance arrangements for 2015/16. Report to the Joint Committee. 26 January 2016.
APPENDICES	A: Workstream summary statements (September 2015) B: Financial summary C: Future work programme
REPORT ORIGINATOR	Derek James, Assistant Chief Officer Tel: (01305) 252606 Dorset, or (01308) 731103 Wiltshire

1. Introduction

- 1.1 This paper provides a strategic summary of the progress being made since the last meeting of the shadow Policy and Resources Committee held on the 17 July 2015. The report covers the key dimensions of the programme, including progress, finance, risk, stakeholder management and includes a forward look through a work programme for the committee.

2. Programme Governance and Management

- 2.1 Since their approval in January, the Joint Committee (now the shadow Policy and Resources committee) have recognised and are monitoring a number of key factors that must be in place to secure a successful combination and the following strategic objectives for 2015/16:

1. Legal and statutory requirements in place for the new CFA on 1 April 2016.
2. The transition to cause no significant adverse impact on service delivery.
3. A strategic vision and direction for the new CFA and Service.
4. Successful delivery of the transformation bid.
5. £800k-£1m saved during 2015/16.

- 2.2 A summary position is provided against each of these critical success factors.

Key		
	Significant issues compromising the delivery of the programme and the strategic objectives	
	Some issues affecting programme delivery but not the strategic objectives	
	No significant issues	
Critical success factor for the combination programme		Status
1.	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	
2.	Strong managerial leadership and direction	
3.	Sound programme management with clear strategic, tactical and administrative co-ordination	
4.	Ensuring that strategic leads have the capacity and resources to meet the expectations and deadlines set out within the combination programme	
5.	A clear focus on the benefits and management of the threats and risks to achieving them	
6.	Robust stakeholder engagement that is proactively monitored and managed	
7.	Close monitoring and cost control of the transition	
8.	Co-ordination of existing financial, contractual and risk management arrangements to support the transition to a new CFA	
9.	Close monitoring and management of existing standards and KPIs	

- 2.3 In summary, there are no significant concerns at this time about the critical success factors necessary to deliver the programme. This position has also been supported by a recent

audit report by our external auditors KPMG and the South West Audit Partnership. A report from them was considered by the shadow Authority on the 23 October 2015.

3. Progress

3.1 As Members are aware the Programme, is divided into six workstreams that have a number of associated key projects and activities. The workstream lead closely manages all aspects of the mandates including progress, benefits, risk, finance and issues. The Joint Leadership Team is overseeing the programme and its workstream on a monthly basis. In accordance with the agreed governance arrangements, this Committee receives a progress report at each of its meeting. This report provides a strategic overview of progress, risks, finance, and stakeholder management; raising issues for discussion and agreement as appropriate.

3.2 To support this strategic summary, an overview of each workstream is provided at Appendix A.

3.3 **Workstream 1: Corporate Governance**

3.3.1 Progress

- ◆ **Members Handbook.** The various sections of the new Members' handbook were approved at the shadow Authority meeting on 23rd June. Further work is now taking place to ensure that all key areas have been covered and to enable the new Members' Handbook document to be produced. It is necessary for steady state allowances to be determined. There have been delays in forming an Independent Remunerations Panel to make recommendations on these steady state allowances.
- ◆ **Clerking and Committee Services.** As part of the functional review process, the clerking and committee services structures have developed and will form part of the TUPE consultation proposals for release on the 4th November. Members have determined that the monitoring officer from Dorset County Council will undertake the role of monitoring officer for the shadow and then the new authority. A Service level agreement is being drafted. Costs associated with the supporting the initial governance arrangements are being included in revenue planning. A paper will be tabled at the Workstream 1 meeting on the 17th November.
- ◆ **Member Induction, Development and Review.** A paper on Member Induction, Development and Review was taken to the Workstream 1 meeting on 21 July. The content of the paper was approved in principle subject to there being a reduction in the number of member role profiles. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. The member role profiles have now been developed. A small number of member champion roles are also being developed. These will be captured in a procedure on Member Induction, Development and Review. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on Member Induction, Development and Review. This will be considered as part of a paper on this agenda.

- ◆ **Initial Governance Arrangements.** This mandate is called 'Initial Governance Arrangements' to reflect the fact that there will be a review of the constitution of the new Authority in 2018. It is accepted that the governance arrangements that are put in place for 1st April 2016 are just the initial arrangements. The draft arrangements have been taken to Workstream 1 meetings for discussion and refinement. Further work has been completed following that meeting including updating the terms of reference of the various committees. They will now be taken to the Shadow Authority on 23rd October supported by a Members seminar.
- ◆ **Critical Policies and Procedures.** Policy statements in 13 subject areas are being developed to support over 100 procedures to be followed by the new Service. These policy statements will be submitted in two batches to the Shadow P&R Committee. The first of these will be tabled at today's meeting and the second in January. The Finance policy document will be submitted to the Shadow Authority in February. In terms of critical procedures, where a delay has occurred this is being addressed by the relevant lead officer. Where these are time critical they are being addressed by JLT. However, in most areas the procedures are on track for delivery by the end of this calendar year. As well as a monthly report, the delivery status timetable is being submitted to JLT every two weeks for consideration and review so that should any slippages and/or issues occur, they can be identified and resolved quickly.
- ◆ **Corporate Identity and Branding.** New branded work wear has now been ordered through the South East Framework to ensure that it will be distributed prior to April 16. New station signage, vehicles markings and name badges and identity cards are also being put in place in readiness for the go-live of the new organisation. A branding audit is underway to help us to identify and prioritise any further items that are branded and need replacing across the two organisations. The badge and logo for the new organisation are being registered as a trademark by the Monitoring Officer.

3.3.2 Issue and risks

No significant issues or risks at this stage, although there has been a delay to establishing the Independent Remuneration Panels that is being addressed.

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

3.4.1 Progress

- ◆ **Vision and Values Work.** The work on creating the vision is now completed and is being captured with enabling strategies and within the Community Safety Plan which is being managed within the performance framework. The mandate managing the values work is progressing on track. A number of structured interviews have taken place with selected individuals from both Services and the key themes and sentiments from these are currently being reviewed. Outline proposals shared at these interviews will then be adapted and, potentially, "tested" further through a staff survey along the lines of previous uniform and communications surveys earlier this year. In the meantime, "marketing" materials and a communications plan is being drafted. Final proposals will be presented to JLT for approval on 4 November. An update on Values and Behaviours work was provided to Members at the workstream meeting on 15 September.

Members were keen that the new Service framework of Values and Behaviours should apply to the Authority as well as to Service employees and volunteers. A workshop took place for new members of the "Change Forum" on 7 September followed by a half-day meeting which was well received. An additional session (over and above the schedule of bi-monthly meetings) was arranged with this group to look specifically at culture in the light of on-going work in the new Service and the Essex FRS and potentially including the unpublished Adrian Thomas reports.

- ◆ **Finance.** Capital investment requirements from the existing Medium Term Finance Plans are being reviewed. Functional Reviews are currently working to confirm the new capital investment requirements to meet the needs of new structures and delivery of the new Vision. There is a new mandate within Workstream 3 to look at the property portfolio which should inform future capital investment in estates. Further work is required with Operational Assets and ICT to confirm replacement requirements for vehicles, operational equipment and ICT equipment.

Following an initial meeting with AON, who act as insurance brokers for the Services, and further discussion subsequently, a full tender exercise for the insurance cover requirements for the new Service will be undertaken. A conference call with AON was held on 28 August to discuss the requirements and arrange for a draft procurement timetable to be in place. The tender is likely to be published on OJEU towards the end of November, with returns required in January 2016. Final sign off of insurance arrangements is scheduled for March 2016.

The latest version of the software (MS5) has now been installed into the new finance system and systems training has been undertaken onsite. Dorset staff now has access to the test environment. Initial design workshops have been held and further workshops are planned in October to consolidate and form the new coding structure, in readiness for implementing on the new software. Training plans for system and end users will be developed and planned in, once the new structures are known.

Work continues to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016. The draft specification to create the new internal audit arrangements has been established but requires some defining. Once agreed we will be going out to tender for new service provision.

- ◆ **Performance Management.** Discussions have been held with the Chief Fire Officer Designate on the content of the Community Safety Plan and an outline draft is in preparation. Work continues on the development of the performance management framework. The outline framework was discussed by JLT on 12 August and the links with governance and Members Meetings on 22 September. The framework was further discussed at JLT on 12 October and a steer provided on information to support the terms of reference associated with the Performance and Scrutiny Committees. Detailed work on data cleansing can only begin when the integration into Sycle commences. This work is waiting the approval of the organisational structures so that the KPIs can be created. Work continues on refining the draft Corporate Calendar following JLT consideration of the assurance and reporting approach.

Regular meetings on Cycle 2 are happening every 2 weeks. Work has started on creating the risk processes in Cycle. Members attached to workstream 2 received a demonstration of the proposed dashboards for performance and scrutiny committees at their meeting in September. No further work can be done on Cycle without the issue of the organisational structure being confirmed which is due at the end of October.

With the Quality Standards mandate, work has progressed on this mandate in two streams. The first is looking at quality standards. A desk top audit has been completed and the existing standards identified. A paper was considered by workstream 2 Members Meeting on 16 September and more work is being done to recommend an approach. The second stream is looking at the creation of a station audit process. A number of approaches for a range of different fire services have been considered and an outline approach has been created and the views of Service Delivery were sought. The approach was approved by Members attached to Workstream 2 at their meeting on 16 September and is being worked up into a procedure

3.5 Issue and risks

There are no significant issues or risks to raise at this time.

3.6 **Workstream 3: Service Control Centre, Strategic Hub and Safety Centre**

3.6.1 Progress

- ◆ **Service Control Centre (formerly Joint Command and Control Centre).** The Service Control Centre is running well with any issues arising due to teething problems being managed as business as usual. Further pockets of work to complete the transition such as station numbering remain outstanding and are being planned in for delivery. A report on lessons learnt that can benefit other areas of the combination has been produced and includes recommendations for the completion of those outstanding works. A summary of learning will be reported to October's JLT.
- ◆ **Strategic Hub.** The content of the key legal documents - Heads of Terms, Agreement to Lease and Lease have now all been agreed and only the formal approval and signing remains to be done. The site is likely to be handed over to Wiltshire Council by their contractors in November and the additional works required by the Service i.e. minor alterations, IT development and furnishings etc. can be scheduled in. The target date for hand over to the new Authority is 01 February 2016 and the Strategic Hub will be operational by 01 April 2016.
- ◆ **Safety Centre.** Heads of Terms for the Science Museum have been agreed subject to final review and will form the basis of the agreement to lease and lease. The procurement of design and build contractors has begun and planning consultants are being commissioned to support the wider development. The planning for the longer term governance arrangements are well advanced and will form the basis of a business case currently in development for consideration by the Policy and Resources Committee on the 14 January.

3.6.2 Issue and risks

There are no significant risks to raise at this time with respect to the overall programme.

3.7 **Workstream 4: Service Delivery and Operational Assets**

3.7.1 Progress

- ◆ **Establish Strategic Priorities and structures for Prevention, Protection and Response, and Operational Assets.** The core functions of the business case have been considered and reviewed against the agreed vision. Through functional reviews, departmental leads from both Services have developed structures underpinned by evaluated and costed job descriptions. These have taken into account a new command structure that aligns to political boundaries and other arrangements such as Area Boards and Localities. Job descriptions to underpin the new structures have undergone a number of corporate assurance processes as part of workstream 5 processes. Key strategies are being developed to include the priorities and associated key activities and projects along with Key Performance Indicators (KPIs). The dependencies and resource requirements associated with these delivery plans will be discussed over a two day middle managers' workshop in November prior to an extended workshop with the JLT in late November. This will allow a corporate oversight of the key strategies that will eventually underpin the Community Safety Plan and be subsumed within the medium term finance plan.
- ◆ **Establish Priorities for the IRMP.** The priorities for the IRMP are currently being drafted through a working group led by DCFO Aldridge. These proposals will be discussed by the JLT on 23rd October and through November as part of the setting of delivery plans for key strategies.
- ◆ **Review Response Standards.** Existing standards, measures, targets and data have been reviewed and proposals have been considered by the Joint Leadership Team. They have been presented to the draft Policy and Resources Committee on the 23rd July and 17th September. The standards have now been agreed by the Committee with the targets to be set by the shadow Authority being guided by Officer recommendations.
- ◆ **FDS System and management solution.** Current arrangements have been reviewed, outline parameters for a single FDS rota system have been established against the concept of operations for NFCSP, including command levels and specialist functions, impacts on leave across the WDS have been reviewed, work force planning impacts have been considered, consultation is due to start on 18.05 following agreement of a Joint Industrial Relations Protocol. A proposal has been shared by ACFO Ansell with the representative bodies. After due consideration a further proposal has been tabled by the FBU which is currently being considered. A FDS management solution needs to be defined. This must consider the requirements of the FDS against wider availability and management needs of the WDS and RDS, particularly as different duty systems emerge. The business case proposal was costed against a Gartan solution (£20,000 on-going) and we need to be clear that this is the right product before committing to it. There is a pressing need for a wider debate in relation to this and the HR

system/Firewatch so that decisions and dependencies that affect this mandate are better understood. This is now underway through an independent consultant looking at the best way forward for the HR and competency recording systems. That said, an interim management solution is needed for 01.04.16. Options range from a spreadsheet, as now managed centrally, to a new dedicated software application which could be the WDS availability module in Gartan, or something else. Options will be presented in the next performance review. This is being managed by a new risk within the mandate.

3.7.2 Issue and risks

There are no significant issues or new risks to raise at this time, although potential resistance to proposals could impact on milestones for this element of the programme. A formal JLT risk has been previously raised and is being monitored.

3.8 **Workstream 5: People and Organisational Design**

3.8.1 Progress

- ◆ **Competence Framework.** Functional Reviews have been reviewed by JLT with "go-live" structures and dependencies compared to determine further requirements. The structures presented included costs of transitional arrangements and project needs. Transitional work analysis is also taking place to determine which course learning outcomes can be aligned for delivery during 2016/17. Existing arrangements for training delivery programmes are scheduled to run for 2016, and cut-over to the new course model is projected for January 2017. Therefore, all transitional development is aimed to be completed by this date. Where possible, course alignment will be phased across; this will be initially in Operational License areas, starting with Casualty Care. The Casualty Care programme is being adopted in Wilshire and training has started to allow full alignment across both areas on 1 April. Broader L&D functions are now aligned to the HR functional review and draft structures, budgets. Job Descriptions have been developed, evaluated and costed. Final alignment of strategies will take place early in November to allow JLT sign off on 19th and 20th November. Draft TUPE consultation statements explaining the structures have been prepared to support the final structure submissions. This will include strategy statements which will be submitted together with structures and transition arrangements by functional leads. Policy and procedure work is being prioritised with an overarching policy statement having been developed. This policy statement sets out the principles that will underpin the delivery of operational training and wider Learning and Development direction to support the vision and priorities of the new service. The Policy statement also indicates what the organisational position will be on the 1 April 2016.
- ◆ **HR Framework.** The HR Framework covers the policy prioritisation, procurement contract reviews, HR software migration plan, HR Strategies formulation, Impact Assessments (IA). It also provides a link into Workstream 1 for Authority items such as the Pay Policy, Pension Discretions etc. There are also some dependencies on the work on values in Workstream 2. The TUPE consultation document will be a collaboration between the HR Framework mandate and the other workstream 5 mandates, as this document will need to cover all staff and it need to take into account

work done in the other workstreams e.g. FDS discussions, etc., so that these matters are identified as measures being discussed/considered. Policy and procedure prioritisation and the creation of a fully resourced and time lined delivery plan is now complete. Procedural development is on-going, although some slippage is being experienced due to interdependencies on other structures. Consultation meetings are on-going with trade unions and staff briefings have been programmed to take place in November. Work has been done on the developing impact assessment (IA) process to ensure that it is embedded into the on-going work and further training sessions have been delivered. Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16.

- ◆ **Organisational Design and Staff Transition.** Job descriptions were completed and forwarded to South West Councils (SWC) for job evaluation during August. The Job Evaluation (JE) outputs were presented to us in early September. An internal quality assurance panel made up of HR and Unison representatives undertook a variety of "sense checks" and benchmarking exercises to verify these outputs.

An initial exercise was completed to match existing and new posts and this information was provided to our pay model consultant along with JE scores for all new roles. This data was used by the pay model consultant along with information about existing jobholders and salaries to develop options for a new pay and grading structure which were shared with Unison on 10 September. A number of principles were agreed with Unison about design and what the final new structure should look like and this informed the model which was presented to JLT at the end of September.

In the run-up to JLT approvals, HR representatives met with all functional heads to outline the new structure; where the jobs in their area sat within this and where they were positioned in relation to other roles across the Service (without sharing any details of pay points at this stage). As a result, amendments were made to the JE content and scores for a number of jobs to ensure correct grading resulted.

The final proposed structure was cross-mapped to costings used within the functional reviews to ensure affordability of the new structure before presenting to JLT. At their September meeting, JLT approved the new structure and proposed pay and grading model.

The development of a draft Staff Transition process has been completed. Further meetings with our legal advisor Peter Doughty to discuss our transition approach and draft consultation document have been taking place. We have also engaged a consultant who is very experienced in staff transition processes to support and provide advice. A series of meetings have and continue to take place to ensure we have a legally robust, fair and considered process in place.

A schedule comparing existing terms and conditions is being developed as part of the due diligence process and we have received a number of expressions of interest in voluntary redundancy and early retirement which are being collated for consideration at a later date.

3.8.2 Issue and risks

Whilst there are significant resourcing issues and a potential for negotiation to extend some deadlines, there are no significant issues and the risk register has been appropriately amended.

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

3.9.1 Progress

- ◆ **Infrastructure - Network and storage:** The work on creating the infrastructure for the new service is complex. A network integration audit has been completed and this has driven the prioritisation of the work. The specification has been developed to improve the resilience of the server room and the procurement process has started with an expected date for the award of contract in mid-October. Linking data lines are on order and site inspection has taken place. The required Internet lines have been ordered, although new firewalls have yet to be ordered. Due to installation timelines these are not considered to be urgent. *Telephony:* Work is continuing on developing a combined Voice Over Internet Protocol (VOIP) approach and meetings with consultants have taken place and a phased approach has been developed to deliver minimal disruption. It is anticipated that both systems will be independently upgraded during two weekends in October. Once the new servers are in place, and the active directory work has been completed, work will begin on constructing a new system that will operate alongside the existing two systems. A number of design workshops have taken place to create the new Active Directory and work is progressing to create a final design document, which will be sent to Audit for assurance. Users will then be migrated from one system to the other until they have all been moved, at which point de-commissioning of the old system will take place. At all times, both systems will be able to deliver and transfer calls as necessary to ensure no loss of service. Station end. This project has now been completed and operating as intended.
- ◆ **Software** - The three year Software and Systems Development Plan will be created for delivery from 1 April 2016 in accordance with an agreed timetable. Delivery plans for key strategies are being developed using a corporate template and a timetable coordinated and overseen by the programme team and JLT. These delivery plans will include dependencies and resource requirements associated with key activities and projects to support the transition period and the delivery of the agreed vision. The software and systems development plan will be developed through this work and will be discussed at a middle managers' workshop and then at a two day JLT meeting in late November. In addition, JLT have commissioned an independent HR consultant to explore the best way forward for the HRMIS and competence systems as this is thought to be an early priority. Currently the work is on-track.
- ◆ **Information Management** - Information management policy statements and procedures for the new Authority and Service are currently being drafted. These will be externally validated by Evolve. The ICT Change Management Procedure has been drafted. Discussions have taken place with Prevention teams to ensure that appropriate data sharing agreements are in place for the new Service and secure email has been implemented in Wiltshire. The decision was made at JLT that service wide use of the

cloud would not be progressed due to licence costs, although this may be reviewed at a later date nearer to when wider software licence renewals will be needed. However existing licences in place for the IBM Connections Cloud are being maintained at no cost to allow staff to share information prior to network integration. JLT are determining the infrastructure software for the new Service and this will enable the progression to a single approach to document management. The new staff information site www.dwfirestaff.com is now live and being accessed by both staff and elected Members. The new staff communications site is being developed to support mobile access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new Service. Following the adoption of the visual identity on 22 July, the external web design company has now started work on the specifics of the site build. This work has included the provision of detailed wireframe proposals. Meetings have been held with departments to determine the content for the new site. The existing Wiltshire website has been amended to carry an incident feed to reflect the move to the JCCC. The existing Dorset and Wiltshire Control Twitter feeds have been combined to one new Service Control Centre account. *Issue and risks*

3.10 There are no significant issues or risks to raise at this time.

4. Financial

4.1 Transformation Bid

4.1.1 Work is continuing within the workstreams, and as progress is made further transformation savings will be identified and timings will be clarified. To date, for 2015/16 the transformation savings profile have been achieved through posts reductions and capital financing savings (£0.731m). In respect of transformation costs, work within all the workstreams is progressing well, with spend to date (as at September 2015) being relatively minimal (£0.589m), with the majority of spend being against the Joint Command and Control Centre Project (JCCC) culminating in 13 staff transferring from Dorset Fire Control to the new Service Control Centre in Potterne at the end of August. Decisions around the Safety Centre development have yet to be made which will likely to result in slippage against the original spend/budget profile, therefore a variance is expected of around £0.5m in workstream 3 in 2015/16. Appendix B provides the summary details of the savings and costs profiles though to 2019/20, and progress to date re: 2015/16.

4.2 Other One-off transformation costs

4.2.1 In addition to the Transformation Grant Allocations above, also included in Appendix B is the other one off transformation costs of £2.294m spread across the workstreams. Work is progressing as expected on these, and again at this early stage, there is no variation to report against the original profile.

4.3 Savings

4.3.1 The combination is on track and as the work within the workstreams progress, further work will be done to identify and clarify the savings and timings of such savings, rolling out from the workstreams.

4.4 **General**

- 4.4.1 Financial Regulations and Contract Standing Orders (Procurement Procedures) were drafted for, and approved in principle at, the inaugural meeting of the Shadow Dorset and Wiltshire Fire and Rescue Authority on 23 June 2015. Once further governance arrangements have been clarified regarding the terms of reference of the Authority's committees, they will be amended and resubmitted for formal approval and adoption.

4.5 **Issue and risks**

- 4.5.1 Apart from the delays in relation to the Safety Centre development plans, there are no issues to report at this time.

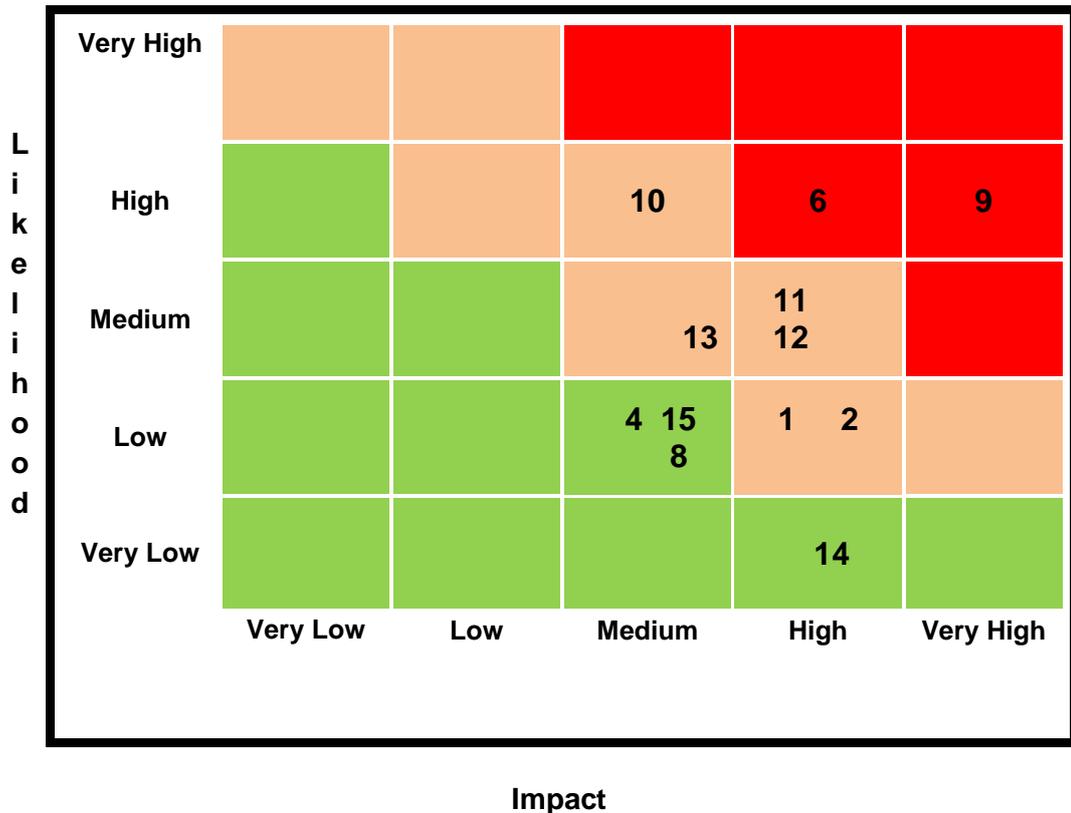
5. Programme Risks

- 5.1 There have been some risk variances determined by the JLT at their recent meeting, namely;

- ◆ Risk 3. *Failure to establish a strategic vision and supporting arrangements.* With the approval of the vision by the Shadow Policy & Resources Committee and the progression of work this risk has been reduced, with a score of 3. It has therefore been removed from the Combination Programme Risk Register and will continue to be monitored at workstream level.
- ◆ Risk 5. *Failure to realise the level of targeted savings for 2015/16.* The Heads of finance have confirmed that identified savings for 2015/16 have been met and therefore confirmed that this is no longer a risk to the Programme. This risk has therefore been deleted from the Combination Programme Risk Register.
- ◆ Risk 7. *Industrial Action threatens delivery of programme.* Taking account of the current situation and as the risk is monitored by both Fire and Rescue Services at Strategic level. This risk has been removed from the Combination Programme Risk Register.
- ◆ Risk 9. *Political direction for fire and rescue services changes and threatens the future direction of the combination.* Due to the potential outcome following the Governments consultation on Enabling closer working between the Emergency Services, the likelihood has been increased from medium to high, with the impact score remaining as very high.

Risk description	Strategic objective linkage	Movement since last meeting
1. Failure of the new Authority to meet statutory requirements	Objective 1	↔
2. Failure to affect a transfer with no significant impact on service delivery	Objective 2	↔
3. Failure to establish a strategic vision and supporting arrangements <i>(to be removed from programme risk register)</i>	Objective 3	↓
4. Failure to deliver the transformation bid requirements	Objective 4	↔
5. Failure to realise the level of targeted savings for 2015/16 <i>(to be removed from programme risk register)</i>	Objective 5	↓
6. Key staff leave due to uncertainty over job prospects or future work location		↔
7. Industrial action threatens delivery of programme objectives <i>(to be removed from programme risk register)</i>		↓
8. NFCSP misalignment with combination programme		↔
9. Political direction for fire and rescue services changes and threatens the future direction of the combination during 2015/16		↑
10. Insufficient resources to deliver the combination programme and to maintain standards of performance in each Service		↔
11. Poor staff morale due to potential staff redundancies.		↔
12. Technical change associated with back-office integration could be complex.		↔
13. Insufficient external stakeholder communication and public relation arrangements		↔
14. Delayed progression of strategic hub		↔
15. Potential delays due to consultation and negotiation with Representative Bodies.		↔

Current risk rating:



6. Stakeholder Management

6.1 A stakeholder engagement plan has been agreed by the Joint Committee at its March meeting. The work undertaken since the last meeting includes:

- ◆ CFO designate has secured external communications support to help position the new Service with key partner. This consultant has validated our approach and programme for internal and external communications and engagement.
- ◆ Dates for these external political and senior management briefings are scheduled with Council Leaders and Members between November and January 2016.
- ◆ Work is progressing well to produce a corporate video to support these external meetings – interviews to support the message of the video have been filmed with Professor Fenton, Public Health England, President of the Chief Fire Officers' Association, chairs of Health and wellbeing boards and Oliver Letwin MP.
- ◆ CFO designate monthly Members update was issued in September.
- ◆ Members have been provided access to the joint internal website – this will allow exempt papers to be made available on the site for Members only due to appropriate access controls now in place.
- ◆ Monthly staff update from the CFO (Designate) was issued in September.

- ◆ CFO podcasts are scheduled throughout the year and the fourth is programmed in.
- ◆ Preparation has started for the middle management briefings on 4 November to support the consultation associated with the TUPE transfer and associated structure.
- ◆ Significant programme of departmental and corporate briefings are being organised to support the consultation period commencing on the 4 November.
- ◆ Key milestones have been identified for press engagement between now and April 2016.
- ◆ Over 70 workplace visits have now been concluded.

7. Work Programme

7.1 The future work programme is set out in Appendix C.

8. Conclusions and Next Steps

Whilst there are significant workloads and pressures associated with the programme, good progress continues to be made. The programme remains on track with no significant issues affecting the strategic objectives for 2015/16 at this time.

General Information

Workstream 1 - Corporate Governance

Reporting Date

20/10/15

Summary of progress

Manager's Report

Members Handbook

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

It is necessary for steady state allowances to be determined. There have been delays in forming an Independent Remunerations Panel to make recommendations on these steady state allowances.

Clerking and Committee Services

As part of the functional review process, the clerking and committee services structures have developed and will form part of the TUPE consultation proposals for release on the 4th November. Members have determined that the monitoring officer from Dorset County Council will undertake the role of monitoring officer for the shadow and then the new authority. A Service level agreement is being drafted. Costs associated with the supporting the initial governance arrangements are being included in revenue planning. A paper will be tabled at the Workstream 1 meeting on the 17th November.

Member Induction, Development and Review

A paper on Member Induction, Development and Review was taken to the Workstream 1 meeting on 21 July. The content of the paper was approved in principle subject to there being a reduction in the number of member role profiles. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. The member role profiles have now been developed. A small number of member champion roles are also being developed. These will be captured in a procedure on Member Induction, Development and Review. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on Member Induction, Development and Review.

Initial Governance Arrangements

This mandate is called 'Initial Governance Arrangements' to reflect the fact that there will be a review of the constitution of the new Authority in 2018. It is accepted that the governance arrangements that are put in place for 1st April 2016 are just the initial arrangements. The draft arrangements have been taken to Workstream 1 meetings for discussion and refinement. Further work has been completed following that meeting including updating the terms of reference of the various committees. They will now be taken to the Shadow Authority on 23rd October.

Critical Policies and Procedures

Policy statements in 13 subject areas are being developed. These will be submitted in two batches to the Shadow P&R Committee. The first of these will be in November and the second in January. The Finance policy document will be submitted to the Shadow Authority in February.

In terms of critical procedures, where a delay has occurred this is being addressed by the relevant lead officer. Where these are time critical they are being addressed by JLT. However, in most areas the procedures are on track for delivery by the end of this calendar year. As well as a monthly report, the delivery status timetable will be submitted to JLT every two weeks for consideration and review so that should any slippages and/or issues occur, they can be identified and resolved quickly.

Corporate Identity and Branding

New branded work wear has now been ordered through the South East Framework to ensure that

Workstream Template

	<p>it will be distributed prior to April 16.</p> <p>New station signage, vehicles markings and name badges and identity cards are also being put in place in readiness for the go-live of the new organisation.</p> <p>A branding audit is underway to help us to identify and prioritise any further items that are branded and need replacing across the two organisations.</p> <p>The badge and logo for the new organisation are being registered as a trademark by the Monitoring Officer.</p> <p>Corporate identity guidelines are being finalised and will be issued to all staff as part of a new procedure. 14-10-2015</p>
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Status of Mandates	On Target
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Risk Status	On Target
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Issues

00008 - Need to set steady state remuneration for Members.

Impact	Delays will put pressure on officers further down the line when other work will need to be done. 14-10-2015
What has been done so far?	Issue being tackled by Monitoring Officer. Issue raised with CFO (Designate) and Director for Corporate Services (Designate). 14-10-2015
Action Required	<p>IRP needs to sit to provide recommendations. The recommendations need to be fed back to each constituent authority. Each authority needs to be able to provide their comments. These comments need to be considered and then a decision needs to be taken on the remuneration by the Shadow Authority.</p> <p>Monitoring Officer to progress this as quickly as is possible. 14-10-2015</p>

Mandates

00001 - Top Team Transition

End Date	17/07/15
Status	Completed
Progress	<p>Top Team Arrangements</p> <p>The top team have now been selected and and the results have been communicated. 14-10-2015</p>

00011 - Initial Governance Arrangements

End Date	05/11/15
Status	On Target
Progress	<p>Initial Governance Arrangements</p> <p>This mandate is called 'Initial Governance Arrangements' to reflect the fact that there will be a review of the constitution of the new Authority in 2018. It is accepted that the governance arrangements that are put in place for 1st April 2016 are just the initial arrangements. The draft arrangements have been taken to Workstream 1 meetings for discussion and refinement. Further work has been completed following that meeting including updating the terms of reference of the various committees. They will now be taken to the Shadow Authority on 23rd October. 14-10-2015</p>

00002 - Corporate Identify and Branding

End Date	30/06/16
Status	On Target
Progress	<p>Corporate Identity and Branding</p> <p>New branded work wear has now been ordered through the South East Framework to ensure that it will be distributed prior to April 16.</p> <p>New station signage, vehicles markings and name badges and identity cards are also being put in place in readiness for the go-live of the new organisation.</p> <p>A branding audit is under way to help us to identify and prioritise any further items that are branded and need replacing across the two organisations.</p> <p>The badge and logo for the new organisation are being registered as a trademark by the Monitoring Officer.</p> <p>Corporate identity guidelines are being finalised and will be issued to all staff as part of a new procedure. 14-10-2015</p>

00003 - Ceremonial Awards and Events

End Date	14/10/15
Status	Completed
Progress	<p>Ceremonies and Awards</p> <p>Mandate work completed. 14-10-2015</p>

00004 - AGS and Statement of Assurance

End Date	17/09/15
Status	Completed

Progress	<p>Annual Governance Statement and Statement of Assurance</p> <p>The mandate work has been completed. 14-10-2015</p>
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00005 - Clerking and Committee Services Arrangements

End Date	30/11/15
Status	On Target
Progress	<p>Clerking and Committee Services</p> <p>As part of the functional review process, the clerking and committee services structures have developed and will form part of the TUPE consultation proposals for release on the 4th November. Members have determined that the monitoring officer from Dorset County Council will undertake the role of monitoring officer for the shadow and then the new authority. A Service level agreement is being drafted. Costs associated with the supporting the initial governance arrangements are being included in revenue planning. A paper will be tabled at the Workstream 1 meeting on the 17th November. 14-10-2015</p>

00007 - Member's Handbook

End Date	14/12/15
Status	Experiencing Obstacles
Progress	<p>Members Handbook</p> <p>The various sections of the new Members' handbook were approved at the Shadow Authority meeting on 23rd June. Further work is now taking place to ensure that all key areas have been covered and to enable the new Members' Handbook document to be produced.</p> <p>It is necessary for steady state allowances to be determined. There have been delays in forming an Independent Remunerations Panel to make recommendations on these steady state allowances. 14-10-2015</p>

00008 - Member Induction, Development and Review

End Date	05/11/15
Status	On Target
Progress	<p>Member Induction, Development and Review</p> <p>A paper on Member Induction, Development and Review was taken to the Workstream 1 meeting on 21 July. The content of the paper was approved in principle subject to there being a reduction in the number of member role profiles. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. The member role profiles have now been developed. A small number of member champion roles are also being developed. These will be captured in a procedure on Member Induction, Development and Review. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on Member Induction, Development and Review. 14-10-2015</p>

00012 - Overview of Policies and Procedures and Legal Compliance

End Date	30/04/16
Status	On Target
Progress	<p>Critical Policies and Procedures</p> <p>Policy statements in 13 subject areas are being developed. These will be submitted in two batches</p>

to the Shadow P&R Committee. The first of these will be in November and the second in January. The Finance policy document will be submitted to the Shadow Authority in February. In terms of critical procedures, where a delay has occurred this is being addressed by the relevant lead officer. Where these are time critical they are being addressed by JLT. However, in most areas the procedures are on track for delivery by the end of this calendar year. As well as a monthly report, the delivery status timetable will be submitted to JLT every two weeks for consideration and review so that should any slippages and/or issues occur, they can be identified and resolved quickly. 14-10-2015

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	4
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 have been kept down, netted off and cost avoidance has been recorded where possible. 14-10-2015

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.
Active	Yes
Risk Score	4
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 continue to be needed in order to deliver this work to the right level of quality in the required time scale. 14-10-2015

00004 - Potential failure to carry out efficient procurement process for work wear through delays in supply.

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. Good communication with the supplier.
Date Raised	02/07/15
Progress on Actions	On track through close management. 14-10-2015

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
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	of morale.
Active	Yes
Risk Score	1
Mitigation	Staff survey on visual identity and work wear provided very good opportunity to engage with staff. Good communication has followed those decisions. 04-08-2015
Date Raised	02/07/15
Progress on Actions	This risk has been reviewed. The level of risk has reduced due to the good engagement and communications that have taken place. 14-10-2015

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. Additional resources provided in certain areas.
Date Raised	04/07/15
Progress on Actions	The risk has been reviewed. 14-10-2015

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 to stagger the work and to explain the programme of consultation and negotiation. Discussions taking place with new Head of HR and People to agree way forward re: communication with representative bodies. 14-10-2015
Date Raised	04/07/15
Progress on Actions	The risk has been reviewed. 14-10-2015

Costs

Budget Allocation (£000's)	£155,000
Revenue Expenditure (£000's)	£193,000
Capital Expenditure (£000's)	
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.</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 up to £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</p>

Workstream Template

	four years are c. £95,741 plus the £12,500 costs of the consultant and the graphic designer. In addition there is up to £60,000 worth of stock to be written off in 2015/16. 14-10-2015
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Benefits

Cashable Benefits

BEN.49.01 - Top Team Transition

Cashable Savings?	
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Status	On Target
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Non Cashable Benefits

BEN.49.02 - There are no non-cashable benefits to be reported on

Status	
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General Information

Workstream 2- Strategic and organisational development

Reporting Date

20/10/15

Summary of progress

Manager's Report

Vision and Values Work

The work on creating the vision is now completed and is being built into enabling strategies and within the Community Safety Plan which is being managed within the performance framework.

The mandate managing the values work is progressing on track. A number of structured interviews have taken place with selected individuals from both Services and the key themes and sentiments from these are currently being reviewed. Outline proposals shared at these interviews will then be adapted and, potentially, "tested" further through a staff survey along the lines of previous uniform and comms surveys earlier this year. In the meantime, "marketing" materials and a communications plan is being drafted. Final proposals will be presented to JLT for approval on 4 November. An update on Values and Behaviours work was provided to Members at the workstream meeting on 15 September. Members were keen that the new Service framework of Values and Behaviours should apply to the Authority as well as to Service employees and volunteers. A workshop took place for new members of the "Change Forum" on 7 September followed by a half-day meeting which was well received. An additional session (over and above the schedule of bi-monthly meetings) was arranged with his group to look specifically at culture in the light of ongoing work in the new Service and the Essex/Thomas reports.

Finance

Capital investment requirements from the two existing Medium Term Finance Plan documents are being reviewed. Functional Reviews are currently working to confirm the new capital investment requirements to meet the needs of new structures and delivery of the new Vision. There is a new mandate within Workstream 3 to look at the property portfolio which should inform future capital investment in estates. Further work is required with Operational Assets and ICT to confirm replacement requirements for vehicles, operational equipment and ICT equipment.

Following an initial meeting with AON, who act as insurance brokers for the to Service's, and further discussion subsequently, a full tender exercise for the insurance cover requirements for the new Service will be undertaken. A conference call with AON was held on 28 August to discuss the requirements and arrange for a draft procurement timetable to be in place. The tender is likely to be published on OJEU towards the end of November, with returns required in January 2016. Final sign off of insurance arrangements is scheduled for March 2016.

The latest version of the software (MS5) has now been installed into the new finance system and systems training has been undertaken onsite. Dorset staff now has access to the test environment. Initial design workshops have been held and further workshops are planned in October to consolidate and form the new coding structure, in readiness for implementing on the new software. Training plans for system and end users will be developed and planned in, once the new structures are known.

Work continues to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016.

The draft specification to create the new internal audit arrangements has been established but requires some defining. Once agreed will be going out to tender for new service provision.

Performance Management

Discussions have been held with the Chief Fire Officer Designate on the content of the Community

Workstream Template

Safety Plan and an outline draft is in preparation. Work continues on the development of the performance management framework. The outline framework was discussed by JLT on 12 August and the links with governance and Members Meetings on 22 September. The framework was further discussed at JLT on 12 October and a steer provided on information to go to Performance and Scrutiny Committees. Detailed work on data cleansing can only begin when the integration into Sycle commences. This work is waiting the approval of the organisational structures so that the KPIs can be created. Work continues on refining the draft Corporate Calendar following JLT consideration of the assurance and reporting approach at their meeting on 12 August. This is being considered by Director of Operations.

Regular meetings on Sycle 2 are happening every 2 weeks. Work has started on creating the risk processes in Sycle. Members attached to workstream 2 received a demonstration of the proposed dashboards for performance and scrutiny committees at their meeting in September. No further work can be done on Sycle without the issue of the organisational structure.

With the Quality Standards mandate, work has progressed on this mandate in two streams. The first is looking at quality standards. A desk top audit has been completed and the existing standards identified. A paper was considered by workstream 2 Members Meeting on 16 September and more work is being done to recommend an approach. The second stream is looking at the creation of a station audit process. A number of approaches for a range of different fire services have been considered and an outline approach has been created and the views of Service Delivery were sought. The approach was approved by Members attached to Workstream 2 at their meeting on 16 September and is being worked up into a procedure 28-09-2015

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	Completed
Progress	The work on creating the vision is now completed and is being built into enabling strategies and within the Community Safety Plan which is being managed within the performance framework 09-10-2015

00002 - Developing enabling strategies and approaches

End Date	31/03/16
Status	On Target
Progress	The overall approach to the delivery of the strategies, together with the timeline for delivery and the links to the medium term finance plan are being put to members of JLT on 30 September. The work on the creation of the strategies will follow approval of the organisational structures and are due to be completed by functional leads on 16 October 28-09-2015

00003 - Develop and introduce a performance management framework

End Date	01/09/17
Status	On Target
Progress	<p>Discussions have been held with the Chief Fire Officer Designate on the content of the Community Safety Plan and an outline draft is in preparation. Work continues on the development of the performance management framework. The outline framework was discussed by JLT on 12 August and the links with governance and Members Meetings on 22 September. The framework will be further discussed at JLT on 12 October. Detailed work on data cleansing can only begin when the integration into Sycle commences. This work is waiting the approval of the organisational structures so that the KPIs can be created. Work continues on refining the draft Corporate Calendar following JLT consideration of the assurance and reporting approach at their meeting on 12 August. This is being considered by Director of Operations.</p> <p>Regular meetings on Sycle 2 are happening every 2 weeks. Work has started on creating the risk processes in Sycle. Members attached to workstream 2 received a demonstration of the proposed dashboards for performance and scrutiny committees at their meeting in September. No further work can be done on Sycle without the issue of the organisational structure. This will impact on the delivery timescales and a risk has been raised 28-09-2015</p>

00004 - Harmonised insurance policy, procedures and contracts

End Date	29/02/16
Status	On Target

Progress	Following an initial meeting with AON, who act as insurance brokers for the to Service's, and further discussion subsequently, we will be undertaking a full tender exercise for the insurance cover requirements for the new Service. We had a conference call with AON on 28 August to discuss requirements and have a draft procurement timetable in place. The tender is likely to be published on OJEU towards the end of November, with returns required in January 2016. Final sign off of insurance arrangements is scheduled for March 2016. 30-09-2015
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00005 - Implementation of a single finance system and coding structure

End Date	31/03/16
Status	On Target
Progress	The latest version of the software (MS5) has now been installed and systems training has been undertaken onsite. Dorset now has access to the test environment. Initial design workshops have been held and further workshops are planned in October to consolidate and form the new coding structure, in readiness for implementing on the new software. Training plans for sytem and end users will be developed and planned in, once the new structures are known. 08-10-2015.

00006 - A single set of financial regulations, financial procedures and contract procedure

End Date	29/01/16
Status	On Target
Progress	Work continues 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. Functional Reviews are currently working to confirm new capital investment requirements to meet the needs of new structures and delivery of the new Vision. The new mandate within Workstream 3 to look at the property portfolio should inform future capital investment in estates. Further work is required with Operational Assets and ICT to confirm replacement requirements for vehicles, operational equipment and ICT equipment. 30-09-2015

00009 - Values and Behaviour Standards

End Date	31/03/16
Status	On Target
Progress	A number of structured interviews have taken place with selected individuals from both Services and the key themes and sentiments from these are currently being reviewed. Outline proposals shared at these interviews will then be adapted and, potentially, "tested" further through a staff survey along the lines of previous uniform and comms surveys earlier this year. In the meantime, "marketing" materials and a communications plan is being drafted. Final proposals will be presented to JLT for approval on 4 November.

Workstream Template

	<p>An update on Values and Behaviours work was provided to Members at the workstream meeting on 15 September. Members were keen that the new Service framework of Values and Behaviours should apply to the Authority as well as to Service employees and volunteers.</p> <p>A workshop took place for new members of the "Change Forum" on 7 September followed by a half-day meeting which was well received. An additional session (over and above the schedule of bi-monthly meetings) was arranged with this group to look specifically at culture in the light of ongoing work in the new Service and the Essex/Thomas reports.</p> <p>6 October 2015</p>
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00010 - Performance and Quality Standards

End Date	31/12/15
Status	On Target
Progress	<p>Work has progressed on this mandate in two streams. The first is looking at quality standards. A desk top audit has been completed and the existing standards identified. A paper was considered by workstream 2 Members Meeting on 16 September and more work is being done to recommend an approach. The second stream is looking at the creation of a station audit process. A number of approaches for a range of different fire services have been considered and an outline approach has been created and the views of Service Delivery were sought. The approach was approved by Members attached to Workstream 2 at their meeting on 16 September and is being worked up into a procedure 28-09-2015</p>

00011 - Internal Audit Contract provision

End Date	31/01/16
Status	On Target
Progress	<p>Draft specification have been established but requires some defining. Once agreed will be going out to tender for new service provision. 8-10-2015</p>

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 13-10-2015

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

Workstream Template

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 13-10-2015

Costs

Budget Allocation (£000's)	£94,000
Revenue Expenditure (£000's)	£2,974
Capital Expenditure (£000's)	
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?	
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	20/10/15
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Summary of progress

<p>Manager's Report</p>	<p>Joint Command and Control Centre (JCCC) and Networked Fire Control Services Partnership (NFCSP)</p> <p>NFCSP</p> <p>The NFCSP solution continues to work well from a Hampshire and Service Control Centre point of view.</p> <p>The final part of the programme i.e. Devon & Somerset going live has seen a re-alignment of dates to ensure full functionality is delivered.</p> <p>Resourcing of the partnership as we near a business as usual state is now the subject of review which will form the basis of a business case to the Operational Management Board of the NFCSP. This work will inform the resource requirements for DWFRS going forward.</p> <p>Service Control Centre (SCC)</p> <p>Service Control Centre is running well with any issues arising due to teething problems being managed as business as usual.</p> <p>Further pockets of work to complete the transition such as station numbering remain outstanding and are being planned in for delivery.</p> <p>A report on lessons learnt that can benefit other areas of the combination has been produced and includes recommendations for the completion of those outstanding works.</p> <p>A summary of learning etc. will be reported in due course.</p> <p>Strategic Hub</p> <p>The content of the key legal documents - Heads of Terms, Agreement to Lease and Lease have now all been agreed and only the formal approval and signing remains to be done.</p> <p>The site is likely to be handed over to Wiltshire Council by their contractors in November and the additional works required by the Service i.e. minor alterations, IT development and furnishings etc. can be scheduled in.</p> <p>The target date for hand over to the DWFRA is 01 February 2016 and the Strategic Hub will be operational by 01 April 2016.</p> <p>Safety Centre</p> <p>Heads of Terms for the Science Museum have been agreed subject to final review and will form the basis of the agreement to lease and lease.</p> <p>The procurement of design and build contractors has begun and planning consultants are being commissioned to support the wider development.</p> <p>The planning for the longer term governance arrangements are well advanced and will form the basis of a business case currently in development.</p>
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Status of Mandates	On Target
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Workstream Template

Risk Status	On Target
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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 focussing 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 focussed 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 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'.</p>

00004 - NFCSP (Post go-live)	
End Date	31/10/17
Status	None

Progress	NFCSP is not yet live
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00005 - Property Asset Management	
End Date	31/12/15
Status	None
Progress	

Risks	
00002 - Lack of capacity to delivery 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 (£000's)	£2,208,200
Revenue Expenditure (£000's)	£271,408
Capital Expenditure (£000's)	
Narrative	There are no cost issues to be considered at this time

Benefits	
Cashable Benefits	
BEN.51.01 - JCCC	
Cashable Savings?	
Status	On Target

Non Cashable Benefits	
BEN.51.02 - There are no non-cashable benefits yet to be reported on	
Status	

General Information

Workstream 4 - Service Delivery and Operational Assets

Reporting Date	20/10/15
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Summary of progress

Manager's Report

Establish Strategic Priorities and structures for Prevention, Protection and Response, and Operational Assets

The core functions of the business case have been considered and reviewed against the agreed vision. Through functional reviews, departmental leads from both Services have developed structures underpinned by evaluated and costed job descriptions. These have taken into account a new command structure that aligns to political boundaries and other arrangements such as Area Boards and Localities. Job descriptions to underpin the new structures have undergone a number of corporate assurance processes as part of workstream 5 processes. Key strategies are being developed to include the priorities and associated key activities and projects along with Key Performance Indicators (KPIs). The dependencies and resource requirements associated with these delivery plans will be discussed over a two day middle managers' workshop in November prior to an extended workshop with the JLT in late November. This will allow a corporate oversight of the key strategies that will eventually underpin the Community Safety Plan and be subsumed within the medium term finance plan.

Establish Priorities for the IRMP

The priorities for the IRMP are currently being drafted through a working group led by DCFO Adlridge. These proposals will be discussed by the JLT on 23rd October and through November as part of the setting of delivery plans for key strategies.

Review Response Standards

Existing standards, measures, targets and data have been reviewed and proposals have been considered by the Joint Leadership Team. They have been presented to the draft Policy and Resources Committee on the 23rd July and 17th September. The standards have now been agreed by the Committee with the targets to be set by the shadow Authority being guided by Officer recommendations.

FDS System

Current arrangements have been reviewed, outline parameters for a single FDS rota system have been established against the concept of operations for NFCSP, including command levels and specialist functions, impacts on leave across the WDS have been reviewed, work force planning impacts have been considered, consultation is due to start on 18.05 following agreement of a Joint Industrial Relations Protocol. A proposal has been shared by ACFO Ansell with the representative bodies. After due consideration a further proposal has been tabled by the FBU which is currently being considered.

FDS Management Solution

An FDS management solution needs to be defined. This must consider the requirements of the FDS against wider availability and management needs of the WDS and RDS, particularly as different duty systems emerge. The business case proposal was costed against a Gartan solution (£20,000 ongoing) and we need to be clear that this is the right product before committing to it. There is a pressing need for a wider debate in relation to this and the HR system/Firewatch so that decisions and dependencies that affect this mandate are better understood. This is now underway through an independent consultant looking at the best way forward for the HR and competency recording systems. That said, an interim management solution is needed for 01.04.16. Options range from a spreadsheet, as now managed centrally, to a new dedicated software application which could be the WDS availability module in Gartan, or something else. Options will be presented in the next performance review. This is being managed by a new risk within the mandate.

18/10/15

Status of Mandates	Experiencing Obstacles
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Risk Status	Experiencing Obstacles
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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.

Mandates	
00001 - IRMP	
End Date	16/10/15
Status	On Target
Progress	<p>Establish Strategic Priorities for Prevention, Protection and Response Core functions have been revised against the emerging vision and these have been used to develop final structure and resourcing proposals. They will also be used to set strategic priorities and performance/evaluation measures by 16 October. This date has been revised against new requirements of Work Stream 2.</p> <p>A Revised Structure for Service Delivery (Prevention, Protection and Response) All structures have now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These were reviewed by the Joint Leadership Team (JLT) in July and revisions have been made for further JLT reviews of the overall structure and its dependencies, starting on 25 August.</p> <p>Review Response Standards Existing standards, measures, targets and data have been reviewed and initial proposals have been considered by the Joint Leadership Team. Formal proposals were proposed to the Policy and Resources Committee (PRC) on 22 July and further information has been requested. A paper is being prepared and this will be delivered to the PRC on 17 September.</p> <p>24-08-2015</p>

00002 - Flexible Duty system	
End Date	01/04/16
Status	Experiencing Obstacles
Progress	<p>FDS</p> <p>Current arrangements have been reviewed and the scope of a single FDS rota system has been established. This is aligned to the concept of operations for NFCSP, it includes revisions to operational command levels and revisions to the number of officers needed on duty at any one time (determined by evaluation of historic incident/attendance data). Impacts on leave have also been considered, as have work force planning arrangements to achieve outline proposals.</p> <p>A discussion document was presented to representative bodies on 31 July and circulated to all FDS officers. This was discussed at a meeting on 24 August and a deadline for a response has been set for 4 September.</p> <p>Further fortnightly meetings are now taking place with representative bodies (FBU and FOA) on an individual basis, at their request. We are also meeting with APFO on an adhoc basis.</p> <p>FDS Management Solution</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 single spreadsheet solution.</p> <p>24-08-2015</p>

00003 - Assets Review	
End Date	31/03/16
Status	On Target
Progress	<p>Establish Strategic Priorities - Core functions have been revised against the emerging vision and these have been used to develop final structure and resourcing proposals. They will also be used to set strategic priorities and performance/evaluation measures by 16 October. This date has</p>

	<p>been revised against new requirements of Work Stream 2.</p> <p>A Revised Structure - The structure has now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These were reviewed by the Joint Leadership Team (JLT) in July and revisions have been made for further JLT reviews of the overall structure and its dependencies, starting on 25 August.</p> <p>24-08-15</p>
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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 for 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	A discussion document has been presented to representative bodies and consultation/negotiations are ongoing. 24-08-15

Costs

Budget Allocation (£000's)	£10,000
Revenue Expenditure (£000's)	
Capital Expenditure (£000's)	
Narrative	There are no cost issues yet to be reported

Benefits

Cashable Benefits

BEN.48.02 - Assets

Cashable Savings?	
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

20/10/15

Summary of progress

Manager's Report

Competence Framework

Functional Reviews have been reviewed by JLT with "go-live" structures and dependencies compared to determine further requirements. Structures presented included costs of transitional arrangements and project needs. Transitional work analysis is also taking place to determine which course learning outcomes can be aligned for delivery during 2016/17. Existing training delivery programmes are scheduled for 2016, and cut-over to the new course model is projected as January 2017, which will be the next calendar training year. Therefore, all transitional development is aimed to be completed by this date.

Where possible, course alignment will be phased across, this will be initially in Operational Licence areas, and has begun with Casualty Care. The Casualty Care programme is being adopted in Wiltshire and training has started to allow full alignment across both areas on April 1st.

Broader L&D functions are now aligned to the HR functional review and draft structures, budgets and Job Descriptions have been developed.

Final alignment of strategies will take place early in November to allow JLT sign off on 19th and 20th November

Draft consultation statements explaining the structures have been prepared to support the final structure submissions.

This will include strategy statements which will be submitted together with structures and transition arrangements by functional leads on October 16th

Policy and procedure work is being prioritised with an overarching policy statement having been developed. This policy statement sets out the principles that will underpin the delivery of operational training and wider Learning and Development direction to support the vision and priorities of the new service. The Policy statement also indicates what the organisational position will be on the 1 April 2016.

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

- Consistent approach to operational 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

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. There are also some dependencies on the work on values in Workstream 2. 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, wholtime, 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. This has been commenced by Jenny Long.

Policy and procedure prioritisation and the creation of a fully resourced and time lined delivery plan

is now complete . Policy has been submitted for approval and procedural development is ongoing, although some slippage is being experienced due to interdependencies on other structures

Consultation meetings are ongoing with trade unions and staff briefings have been programmed to take place in November.

Work has been done on the developing IIA process to ensure that it is embedded into the ongoing work and further training sessions have been delivered, all outstanding staff have programmed training dates.

Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16.

Organisational Design and Staff Transition

Job descriptions were completed and forwarded to South West Councils (SWC) during August and job evaluation (JE) outputs presented to us in early September. An internal QA panel made up of HR and Unison representatives then did a variety of "sense checks" and benchmarking exercises to verify these outputs.

An initial exercise was completed to match existing and new posts and this information was provided to our Pay Consultant along with JE scores for all new roles. This data was used by the Pay Consultant along with information about existing jobholders and salaries to develop options for a new pay and grading structure which were shared with Unison on 10 September. A number of principles were agreed with Unison about design principles (i.e. being based on the "line of best fit") and what the final new structure should look like and this informed the model which was presented to JLT at the end of September.

In the run-up to JLT, HR representatives met with all functional heads to outline the new structure; where the jobs in their area sat within this and where they were positioned in relation to other roles across the Service (without sharing any details of pay points at this stage). As a result, amendments were made to the JE content and scores for a number of jobs to ensure correct grading resulted.

The final proposed structure was cross-mapped to costings used within the functional reviews to ensure affordability of the new structure before presenting to JLT. At their September meeting, JLT approved the new structure which consists of 10 grades (A to J), four incremental points within each and no overlap of salaries at grade boundaries.

The implementation of this structure, in terms of how people are assimilated from their existing salary into the new scheme, will be outlined in a Collective Agreement for the Implementation of a Revised Pay and Grading Structure which is currently being drawn up for formal agreement with Unison at a later date. This document will also detail procedures for staff to request a review of the new job into which they are appointed (following six months in post) and to appeal their job evaluation.

The development of a draft Staff Transition process has been completed. Further meetings with our legal advisor Peter Doughty to discuss our transition approach and draft consultation document have been taking place. We have also engaged an expert (Sue Lewis) who is very experienced in staff transition processes and they are working through a desk top audit of a proposed approach to a 'slotting' (placing individuals in appropriate posts) to test the principles that underpin the staff transition process. A series of meetings have and continue to take place to ensure we have a legally robust, fair and considered process in place.

A schedule comparing existing terms and conditions is being developed as part of the due diligence process and we have received a number of expressions of interest in voluntary redundancy and early retirement which are being collated for consideration at a later date.

14-10-2015

Status of Mandates

On Target

Risk Status

On Target

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"> • 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. • Ensure a clear, consistent and fair approach to the transition process, including full consultation with stakeholders on 'reasonableness'. • Promote compliance with relevant employment legislation. • Ensure that all reasonable steps are taken to avoid compulsory redundancies. • Ensure Inclusive Impact Assessments are initiated and the outputs are considered and the Assessments are updated throughout the transition process. • Ensure an overview of best fit for the Service, to meet the business need. • 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"> • TUPE • Consultation • Transition process • Timelines • Terms and conditions <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 finalised for Corporate staff briefings, and these will follow management briefings earlier that month.</p> <p>Proposed timetable</p> <p>May 2015</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> <p>June 2015</p> <p>Information to be finalised regarding Corporate Staff briefings.</p> <p>Corporate Staff briefings to be held.</p> <p>July 2015</p> <p>Top Team appointments due to be finalised.</p> <p>Functional Reviews to be finalised.</p> <p>Individual meetings to be arranged as potentially requested by members of corporate staff.</p> <p>Initial formal consultation with the trades unions to start regarding the organisational design.</p> <p>August 2015</p> <p>Job evaluation to be undertaken by South West Councils.</p>

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> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

	<p>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.</p> <p>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.</p> <p>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.</p> <p>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. 07-05-2015</p>
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0004 - 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> <p>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.</p> <p>The focus of this mandate area in terms of deliverables remains:</p> <ul style="list-style-type: none"> • Consistent approach to operational licenses, aligning where possible to the Fire Professional Framework and best practice across both FRs • 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 <p>GM Myers has now been released full time to the combination programme and with GM Smith</p>

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.14-10-2015

Costs

Budget Allocation (£000's)	£332,000
Revenue Expenditure (£000's)	
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

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	20/10/15
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Summary of progress

Manager's Report

Infrastructure - Network and storage: The work on creating the infrastructure for the new service is complex. A network integration audit has been completed and this has driven the prioritisation of the work. The specification has been delivered to improve the resilience of the server room and the procurement process has started with an expected date for the award of contract in mid-October. Linking datalines are on order and site inspection has taken place. The required Internet lines have been ordered, although new firewalls have yet to be ordered. Due to installation timelines these are not considered to be urgent. **Telephony:** Work is continuing on developing a combined Voice Over Internet Protocol (VOIP) approach and meetings with consultants have taken place and a phased approach has been developed to deliver minimal disruption. Both systems will be independently upgraded during two weekends in October. Once the new servers are in place, and the active directory work has been completed, work will begin on constructing a new system, that will operate alongside the existing two systems. A number of design workshops have taken place to create the new Active Directory and work is progressing to create a final design document, which will be sent to Audit for assurance. Users will then be migrated from one system to the other until they have all been moved, at which point de-commissioning of the old system will take place. At all times, both systems will be able to deliver and transfer calls as necessary to ensure no loss of service. *Station end.* This project has now been completed and operating as intended.

Software - The 3 year Software and Systems Development Plan will be created for delivery from 1 April 2016 in accordance with an agreed timetable. Delivery plans for key strategies are being developed using a corporate template and a timetable coordinated and overseen by the programme team and JLT. These delivery plans will include dependencies and resource requirements associated with key activities and projects to support the transition period and the delivery of the agreed vision. The software and systems development plan will be developed through this work and will be discussed at a middle managers' workshop and then at a two day JLT meeting in late November. In addition, JLT have commissioned an independent HR consultant to explore the best way forward for the HRMIS and competence systems as this is thought to be an early priority. Currently the work is on-track.

Information Management - Information management policy statements and procedures for the new Authority and Service are currently being drafted. These will be externally validated by Evolve. The ICT Change Management Procedure has been drafted. Discussions have taken place with Prevention teams to ensure that appropriate Data Sharing Agreements are in place for the new Service and Egress secure email has been implemented in Wiltshire. The decision was made at JLT that service wide use of the cloud would not be progressed due to licence costs. However existing licences in place for the IBM Connections Cloud are being maintained at no cost to allow staff to share information prior to network integration. JLT are determining the infrastructure software for the new Service and this will enable the progression to a single approach to document management once determined. The new staff information site www.dwfirestaff.com is now live and being accessed by both staff and elected members. The new staff communications site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new Service. Following the adoption of the visual identity on 22 July, the external web design company has now started work on the specifics of the site build. This work has included the provision of detailed wireframe proposals. Meetings have been held with Departments to determine the content for the new site. The existing Wiltshire website has been amended to carry an incident feed to reflect the move to the JCCC. The existing Dorset and Wiltshire Control Twitter feeds have been combined to one new Service Control Centre account.

Status of Mandates	On Target
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Risk Status	On Target
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Issues

00001 - RESOLVED 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

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

Impact	The decision to delay the strat 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>Following the adoption of the visual identity on 22 July, the external web design company has now started work on the specifics of the site build - this couldn't start until they had the confirmed corporate colours, font etc. This work has included the provision of detailed wireframe proposals.</p> <p>Meetings have been held with Prevention, Control, Education and Protection to determine the content those departments would like to see on the new site. Further departmental meetings are planned with other parts of the business.</p> <p>Agreement has been reached to upgrade the community mapping system currently used by Dorset, and discussions are taking place in August to determine how best to use this tool in the most effective way on the website.</p> <p>The new staff information site www.dwfirestaff.com is now live and being accessed by both staff and elected members.</p> <p>From 26 August, the existing Wiltshire website will be amended to carry an incident feed in the same way as currently happens on the Dorset site, to reflect the move to the JCCC. On the same day, the existing Dorset and Wiltshire Control Twitter feeds will be combined to one new JCCC account2 6-08-2015</p>

00002 - Information Management

End Date	31/03/16
Status	On Target
Progress	<p>The decision was made at JLT that service wide use of the cloud would not be progressed due to licence costs. However existing licences in place for the IBM Connections Cloud are being maintained at not cost to allow staff to share information prior to network integration.</p> <p>JLT are determining the infrastructure software for the new Service on the 25 August. This will enable the progression of a single approach to document management.</p> <p>The new staff comms site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new Service. 26-08-2015</p>

00003 - Information Assurance and Security

End Date	31/03/16
Status	On Target
Progress	<p>Information management policy statements for the new service are currently being drafted. Work will now begin on aligning the key information management procedures that need to be in place before 1 April 2016. ICT Change Management Procedure has been drafted. Discussions have taken place with Prevention teams to ensure that appropriate Data Sharing Agreements are in place for the new Service in April 2016. Egress secure email has been implemented in Wiltshire.26-08-2015</p>

00008 - Roadmap for ICT Software and Hardware

End Date	31/03/16
Status	On Target
Progress	<p>The Software Development Plan and roadmap for the next three years will be created for delivery from 1 April 2016 in accordance with the following timetable:</p> <ol style="list-style-type: none"> 1. JLT will be considering the organisational structure on 25 August 2015 2. Following the sign off, functional leads will complete the strategy tab within each of the functional reviews. They have from 26 August 2015 to 16 October 2015 to complete this task. This tab contains sufficient information to create an outline software development plan and roadmap and will inform the following: <ol style="list-style-type: none"> (i) Software Development and Transformation Plan (ii) Hardware Plan (iii) Training and workforce Plan (iv) Assets Plan In order to develop Capital Investment Plan Revenue Plan 3. JLT will be holding a strategy day on 22 September 2015 to provide a steer for functional leads in completing the draft strategies and to outline their requirements for the Community Safety Plan 4. Workstream 2 Programme Lead will work up a 1st draft of the Community Safety Plan from 23 September 2015 to 27 October 2015 5. Directors and Workstream 2 Programme Lead will create draft strategies and outline transformation plan from 19 October 2015 to 6 November 2016. Transformation plan will be delivered to Head of ICT as soon as it is available to inform the software development plan and hardware plan 7. Strategy Alignment will take place on 9 November 2015 and 10 November 2015. This will review the draft strategies and outline transformation plan and determine the key dependencies and linkages including the software and hardware requirements for new and emerging actions within the strategies 8. Community Safety Plan and Strategies and Transformation Plan to be refined between 11 November 2015 and 10 December 2015 9. Head of ICT to discuss software and hardware requirements with functional leads, agree timescales and identify areas of difficulty and create an outline software development plan between 11 November 2015 and 10 December 2015 10. JLT to discuss Draft Community Safety Plan, Draft strategies, outline transformation plan and outline software development plan and hardware implications on 17 December 2015 11. Head of ICT has between 18 December 2015 and 8 March 2016 to complete a final version of the Software Development Plan and associated hardware requirements 12. If required, actions within the strategies to be prioritised by 26 January 2016 13. Joint Members Seminar to discuss Community Safety Plan and strategies on 14 January 2016 14. Draft Community Safety Plan and strategies to be refined between 15 January 2016 and 26 January 2016 15. Shadow Authority to sign off Community Safety Plan on 12 February 2016 16. JLT to sign off on final version of the Software Development Plan and hardware requirements on 15 March 2016 17. New Authority adopts Community Safety Plan on 1 April 2016

00010 - Windows Active Directory

End Date	31/03/15
Status	On Target
Progress	<p>A number of Design Workshops have taken place.</p> <p>Final Design Workshop will take place w/c 4th September and a final Design Document delivered. This will be sent to Audit for assurance.</p> <p>A build of the new AD will take place when the new servers have been commissioned and migration of users and systems will begin in January 26-08-2015</p>

00011 - Integration of telephone (VOIP)

End Date	31/03/16
Status	On Target
Progress	<p>20/08/15 Meetings with consultants have taken place and a phased approach has been developed to deliver minimal disruption. Both systems will be independantly upgraded during two weekends in October (awaiting firm dates, but within October is confirmed)</p> <p>Once the new servers are in place, and the active directory work has been completed, work will begin on constructing a new system, that will operate alongside the existing two systems. Users will then be migrated from one system to the other until they have all been moved, at which point de-commissioning of the old system will take place. At all times, both systems will be able to deliver and transfer calls as necessary to ensure no loss of service.26-08-2015</p>

00013 - Server Room Resilience

End Date	01/04/16
Status	On Target
Progress	<p>20/8/2015 - Specification delivered. Procurement proces started. Expected date for the award of contract is 6th October 2015. Linking dataline on order and site inspection has taken place.26-08-2015</p>

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	The risk has been reviewed and there are no changes required 27-08-2015

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	The risk has been reviewed and there are no changes required 27-08-2015

Costs

Workstream Template

Budget Allocation (£000's)	£1,297,300
Revenue Expenditure (£000's)	£18,547
Capital Expenditure (£000's)	
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

Cashable Savings?	
Status	On Target

Non Cashable Benefits

BEN.53.02 - Supporting new ways of working

Status	On Target
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Appendix B

Financial Report (as at 30 September 2015)

Savings to Date	Remaining Savings Required 2015/16
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	Workstream Programme	£	£
	Programme	0	0
1	Corporate Governance	206,000	0
2	Strategic and Organisational Development	100,000	0
3	Safety Centre, Strategic Hub and Joint Control	110,000	0
4	Service Delivery and Operational Assets	23,000	0
5	People and Organisational Design	291,600	0
6	ICT and Information Management	0	0
		730,600	0

Savings Profile					
Savings 2015/16	Savings 2016/17	Savings 2017/18	Savings 2018/19	Savings 2019/20	Total Savings

£	£	£	£	£	£
0	10,300	0	0	0	10,300
206,000	10,300	80,700	63,300	0	360,300
100,000	-37,500	0	0	0	62,500
110,000	268,000	380,000	0	0	758,000
23,000	1,170,900	1,505,000	0	0	2,698,900
291,600	786,200	617,500	0	0	1,695,300
0	0	0	0	0	0
730,600	2,208,200	2,583,200	63,300	0	5,585,300

Cumulative

730,600 2,938,800 5,522,000 5,585,300 5,585,300 5,585,300

Spend to Date	Budget Remaining 2015/16
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Cost Profile					
Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Total Budget

	Workstream Programme	£	£
	Programme	7,795	64,105
1	Corporate Governance	17,303	137,698
2	Strategic and Organisational Development	66,538	27,462
3	Safety Centre, Strategic Hub and Joint Control	426,711	1,781,489
4	Service Delivery and Operational Assets	0	10,000
5	People and Organisational Design	15,791	316,209
6	ICT and Information Management	55,169	1,242,131
		589,307	3,579,093

£	£	£	£	£	£
71,900	11,800	0	0	0	83,700
155,000	50,000	0	0	0	205,000
94,000	85,600	50,600	10,600	10,600	251,400
2,208,200	3,277,550	50,000	50,000	25,000	5,610,750
10,000	0	0	0	0	10,000
332,000	426,000	0	0	0	758,000
1,297,300	417,400	200,000	0	0	1,914,700
4,168,400	4,268,350	300,600	60,600	35,600	8,833,550

Funding by:

- Transformation grant & matched funding	133,948	2,877,683	3,005,400	3,502,350	10,600	10,600	10,600	6,539,550
- Available transformation reserves	455,359	701,411	1,163,000	766,000	290,000	50,000	25,000	2,294,000
	589,307	3,579,093	4,168,400	4,268,350	300,600	60,600	35,600	8,833,550

Future Work Programme for Shadow Board 2015/16

Event	Outline agenda
<p>Shadow Policy and Resources Committee 5 November 10am-1pm (City Hall, Salisbury)</p>	<ul style="list-style-type: none"> • Discuss programme monitoring • Note final audit letters for DFA and W&S CFA • Adoption of key policies • Safety centre business case progress report • Position on property condition survey
<p>Shadow Policy and Resources Committee & Joint Member seminar 14 January 2016 (Racecourse, Netherhampton, Salisbury, Wiltshire SP2 8PN)</p>	<p>Shadow Policy and Resources Committee 10am-12pm</p> <ul style="list-style-type: none"> • Discuss programme monitoring • Discuss readiness for 1 April 2016 • Discuss pensions discretions • Discuss insurance policy and arrangements • Discuss treasury management strategy • Adoption of internal audit programme • Discuss proposed budget forecasts and medium term finance plan • Adoption of clerking arrangements • Draft community safety plan • Adoption of key policies • Business case for safety centre • Pensions administration • Adoption of scheme of Members Allowances aligned to initial governance framework <p>Joint Members seminar 12-2pm</p> <ul style="list-style-type: none"> • Discuss progress of combination programme, proposed Community Safety Plan and supporting arrangements; budget and medium term finance plan
<p>Shadow Authority 12 February 2016 10am-1pm (Racecourse, Netherhampton, Salisbury, Wiltshire SP2 8PN)</p>	<ul style="list-style-type: none"> • Adoption of proposed Community Safety Plan • Adoption of final proposed budget, fire-precept and medium term finance plan • Adoption of scheme of delegation to officers • Adoption of corporate risk register for new Authority • Adoption of pay policy • Adoption of pensions discretions • Adoption of awards and recognition policy • Approval of internal audit strategy and plan • Adoption of insurance policy and arrangements • Adoption of treasury management strategy
<p>Shadow Policy and Resources Committee 23 March 2016 10am-1pm Venue TBC (dependent upon occupation of the Strategic Hub)</p>	<ul style="list-style-type: none"> • Discuss programme monitoring • Assurance on key policies and procedures • Discuss readiness for 1 April 2016 • Safety centre business case progress report • Update on opening ceremony
<p>Dorset and Wiltshire CFA 1 April 2016 10am-1pm Venue TBC (dependent upon occupation of the Strategic Hub))</p>	<ul style="list-style-type: none"> • New Authority adopt all necessary corporate plans, strategies, policies and governance arrangements developed by Shadow Board