



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 5

MEETING	Shadow Policy and Resources
DATE OF MEETING	14 January 2016
SUBJECT OF THE REPORT	Combination Progress Report (November)
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For comment and noting
EXECUTIVE SUMMARY	This report provides an overview of the programme performance since the last meeting on the 5 November 2015. Overall progress is on track. Whilst there continue to be very significant workloads associated with the programme, there are no concerns to be raised at this time that affect the delivery of the agreed strategic programme 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 (November 2015) B: Financial summary C: Future work programme 2016
REPORT ORIGINATOR	Derek James, Assistant Chief Officer and Corporate Service Director (Designate)

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 5 November 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, the majority of critical success factors necessary to deliver the combination programme continue to be in place. This general and favourable position has been supported by our external auditors KPMG, Swindon Borough Council's internal audit team and the South West Audit Partnership. Their collective report is on the agenda for consideration by Members at their meeting on the 14 January 2016.
- 2.4 Associated with critical success factor (9), there are currently technical issues with the quality of data held in the corporate gazetteer fed from the new mobilising system. For Wiltshire, there are also technical interface issues between the commercially provided incident recording system and the mobilising system provided by Capita. Whilst officers are in the process of resolving these technical problems, the quality and reliability of performance data in Wiltshire will be affected. This may have implications for the close monitoring and management of existing standards and key performance indicators.

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*

- ◆ **Corporate Identity and Branding.** New workwear has been ordered through the South East Framework and the contract was signed at the end of July 2015. The new workwear will be brought into the Service well before 1 April to ensure that the distribution process goes smoothly. Strategic managers will start to wear it in January. A branding audit has been completed. From this we can identify and prioritise those branded items that will need replacement across the two organisations. Meetings will be arranged with department heads in December and January to discuss the way forward regarding what is required for 1 April 16. Vehicle signage is under way and many vehicles have been stripped of signage to cut down on replacement times. As vehicles have been serviced or repaired, they have had items removed. Both workshops started re-badging vehicles from 1 November to allow sufficient time for completion by 1 April 2016. Station signage across the two organisations has now been audited and quotes gathered. The replacement of signage will begin from 1 January 2016. There is further work to consider those specialist sites such as the safety centres and also PFI buildings, and these will be covered separately. New ID cards will be in place for 1 April 2016 and they are currently being designed. The corporate identity

guidelines have been completed and were signed off by the Joint Leadership Team on 3 December.

- ◆ **Clerking and Committee Services.** As part of the functional review process, the clerking and committee services structures have been developed. They formed part of the TUPE consultation proposals released on 4 November. 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 has been drafted and a paper was taken to the Workstream 1 meeting on 17 November. A paper is to be considered by the Shadow Policy and Resources meeting on 14 January.
- ◆ **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. The Member role profiles and Member champion roles have now been developed. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. A paper outlining proposed arrangements for Member Induction, Development and Review was taken to the Workstream 1 meeting on 17 November. Direction from some Members was that one section of the toolkit was too lengthy and ambitious. The document is to be used for new Members and trialled by a couple of existing Members. An additional role of Vice-Chair to the Authority has been added following direction from Workstream 1 Members. 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 a review of the constitution of the new Authority will have been completed by 2018. It is accepted that the governance arrangements that are put in place for 1 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 done following that meeting, including updating the terms of reference of the various committees. They were taken to the Shadow Authority meeting on 23 October. Direction was given by Members. The terms of reference were agreed subject to certain points being noted. Members agreed for a single paper to be brought back to the 1 April meeting to confirm the arrangements for the Pension Board. This will go to the Workstream 1 meeting on 27 January. The matter of substitutes for committees was also raised. This was discussed at the Workstream 1 meeting in November. It was agreed that the Southampton model would not be adopted and named substitutes would be used instead. The Scheme of Delegation for the new Authority will be taken to the Shadow Policy and Resources meeting in January.
- ◆ **Members' Handbook.** The various sections of the new Members' Handbook were approved at the Shadow Authority meeting on 23 June. The Monitoring Officer is providing final versions of all of the documents incorporating the direction from members for inclusion in the handbook. 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. A fold out map of the Authority's area has been asked for by Members

and this is being prepared. It is necessary for steady state allowances to be determined. A date in December has been set for an IRP meeting to take place. The results will be circulated for comment with a deadline for returns included. A final version will be prepared for approval at the Shadow Authority meeting in February.

- ◆ **Overview of Policies and Procedures and Legal Compliance.** The first five policy statements were approved (subject to a few minor amendments) by the Shadow Policy and Resources Committee on 5 November 2015. These were for Corporate Governance, Health and Safety, Performance and Risk Management, Assets and Information Management. The second batch of seven statements has also been produced and will then be submitted to JLT for consideration on 11 December and the Shadow Policy and Resources Committee for approval on 14 January. The statements cover Response, Prevention and Community Engagement, Protection, Employee Development, Employee Health and Well-being, Employee Performance and Reward, and Equality. The Financial Management policy statement will be submitted to the Shadow Authority for their meeting on 12 February 2016. Progress reports are submitted to JLT approximately every two weeks for review and consideration. The majority of procedures are on track for delivery by their proposed end date. Work is now under way to prepare a procedure harmonisation programme for 2016/17 and for 2017/18.

3.4 Issue and risks

3.4.1 No significant issues or risks at this stage.

3.5 Workstream 2: Strategic and Organisational Development

3.5.1 Progress

- ◆ **Vision and Values Work.** Following analysis and structured interviews in September, a draft framework was developed as a proposal for members and this was also shared with a number of managers/stakeholders for feedback. As a result an alternative option was also developed and both considered by JLT in November alongside existing Service frameworks. It was agreed at JLT on 18 November to retain the RESPECT framework currently in use in Wiltshire with any adaptations needed based on the mapping of Dorset's uni-dimensional framework and a desired simplification of language for the new Service. This work is being progressed with a view to having a final draft framework early in 2016. An Engagement and Communications Plan (including Stakeholder Analysis) will also be developed including guidance and "marketing" materials to support the embedding of the framework across the new Service.
- ◆ **Performance Management.** It was decided by JLT at their meeting on 19 November to further simplify performance management to subsume enabling strategies within a single corporate delivery plan that would underpin the Community Safety Plan. The performance policy has been approved by JLT and Members. The performance framework was outlined to JLT in several papers, the latest of which was dated 12 October 2015 and this was discussed at a middle management Strategy day on 19 November 2015. The views of Members have been sought on several occasions

through the Workstream 2 Members meetings. JLT required that the framework be amended so that it reflected the inclusion of key lines of enquiry to Performance and Scrutiny Committee and this is being progressed. They have requested that the performance framework include an assurance process to allow for an assessment to be made against key line of enquiry. This is now being progressed with the Community Dashboard. It is expected that a progress report will be given to Programme Team in December, with formal approval by JLT in January. Work continues to configure the system with no significant delays.

- ◆ **Quality Standards and station audits.** In regards to quality standards, Members involved in workstream 2 have approved a final set of recommended standards at their meeting in November. A number of approaches for station audit process have been considered and an outline approach has been created. Officers are currently incorporating these within the revenue and directorate planning.
- ◆ **Finance.** Following the initial stages of information gathering and specification in preparation for a full formal tendering exercise, we have put out the insurance tender, advertised on 2 December on OJEU, with returns required in January 2016. Final sign-off of insurance arrangements is scheduled for March 2016. Consultancy support is ongoing and basic modules have now been established and set up with the new software build for the single finance system. Functional workshops and section meeting have been held and coding is being continually developed for departmental requirements. Training for system users has been completed and end user training is planned in for March and April, specifically in Dorset, and once staff/structures are known, system workflow can be completed. Internal Audit have since reviewed current progress as part of the readiness audit. Work continues to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016. Draft regulations were approved by the Shadow Fire Authority on 23 June 2015, and will be submitted with minor alterations following an internal audit review, to the shadow Authority in February.
- ◆ **Internal Audit.** Provision for the new Service has now gone out to tender and a preferred supplier has been chosen, with the intention to award the contract by mid-January. The internal audit provider will be working with the management team to develop the audit strategy and plan for the new Service, for presentation at the February Shadow Fire Authority meeting.
- ◆ **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 across the new Service including property, operational assets and ICT to meet the needs of new structures and delivery of the new Vision. The mandate within Workstream 3 to look at the property portfolio will inform future capital investment in estates, and approval has been given by the Authority to carry out a full valuation and conditions survey exercise. Operational Assets have been assessed but again will be dependent in future years on the outcome of the IRMP and fire cover review.

3.6 Issue and risks

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

3.7 Workstream 3: Service Control Centre, Strategic Hub and Safety Centre

3.7.1 Progress

- ◆ **Networked Fire Control Services Partnership (NFCSP).** The NFCSP solution continues to work well from a Hampshire and Service Control Centre point of view. The final part of the programme, ie Devon and Somerset going live has seen a re-alignment of dates to ensure full functionality is delivered. An approach to resourcing the NFCSP going forward has been agreed and this will be delivered centrally across the partnership. A process to select this team is currently underway.
- ◆ **Service Control Centre (SCC).** The Service Control Centre will be moved into a business as usual state from a local management perspective and further works required to optimise efficiencies and effectiveness has been captured in a single delivery plan managed within the SCC team. There are still outstanding issues with regards to the quality of data received from the mobilising software. In addition, in Wiltshire there are also interfacing issues between the commercially provided incident recording software and the mobilising software provided by Capita. Whilst officers are working hard to resolve these issues, the ability of Wiltshire to correctly monitoring their operation performance is currently compromised until this is resolved.
- ◆ **Strategic Hub.** All legal documents have now been agreed, including a license for alterations which allows for the completion of minor works required by the Service prior to occupancy. The shadow Authority will take possession on 1 February 2016 and the Strategic Hub will be operational by 1 April 2016. The formal opening of the Hub will take place on 1 April 2016 following the CFA meeting and will be attended by the respective Lord Lieutenants of Dorset and Wiltshire.
- ◆ **Safety Centre.** Heads of Terms are subject to final review and will form the basis of the agreement to lease once the outline business case has been agreed. The procurement of design and build contractors is underway 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 Members at their meeting on the 14 January 2016. Sponsorship and partnering activities are well under way and market research is being progressed to support the business case for member approval in January 2016.

3.7.2 Issue and risks

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

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

3.8.1 *Progress*

- ◆ **Establish Strategic Priorities and structures for Prevention, Protection, Response Delivery, Response Support and Operational Assets.** All strategic priorities have now been established for these areas. Structures have been signed off for consultation by the Joint Leadership Team. Feedback is now being collated for further evaluation and revision as needed. The strategic priorities have also been fed into strategic delivery plans and arrangements for finance and resourcing have been projected for the medium term finance plan. It has been agreed that separate, functional strategies are no longer required, as an integrated delivery plan will underpin the Community Safety Plan. All strategic delivery plan priorities are now being aligned to Key Lines of Enquiry which form the basis of a performance management and evaluation framework.
- ◆ **Establish Priorities for the Response based IRMP Programme.** The priorities for the IRMP are currently being scoped with business cases through a working group led by DCFO Aldridge.
- ◆ **Review Response Standards.** 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.** A proposal has been shared with the representative bodies by ACFO Ansell. After due consideration a further proposal has been tabled by the FBU and two of the three management levels have outline agreement. Constructive discussions around the final level, for Area managers, are ongoing.
- ◆ **FDS Management Solution.** An interim solution will be in place for 1 April 2016, whilst ongoing system based arrangements are considered as part of a wider review of whole time and retained duty systems.

3.8.2 **Issue and risks**

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

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

3.9.1 *Progress*

- ◆ **Competence Framework.** Structures and dependencies have been reviewed to determine any further requirements such as the costs of transitional arrangements and wider project dependencies. Officers are currently prioritising the harmonisation of courses for 2016. Incident Command has been identified as the initial area of attention due to new legislation being released early 2016 (ICS4). The Casualty Care programme is being adopted in Wilshire and training has started. Other areas of similar training are being shared where possible. Consultation associated with new competence procedures has commenced and feedback being collated from staff and their representative bodies. There have been no significant challenges to date. A single

system for recording competence is still being determined via an external audit report. Operational competence across both organisations is being assured through a gap analysis report to JLT, with historic and predicted competence levels and associated plans for the maintenance of operational competence in each organisation. Interim and long term promotion processes are currently being developed and a meeting to discuss proposals with the representatives bodies will take place in the new year.

- ◆ **HR Framework.** The HR Framework covers strategy and policy prioritisation; procurement contract reviews and HMIS migration plan. It also provides direction for other CFA legal requirements such as pay policy and pension discretions policy. This remaining policy work has started and is on target for February 2016 when these will be considered by Members at their shadow Authority meeting. Wider policy and procedure work is largely on track with a number of key policies submitted for approval by Members at their meeting on the 14 January 2016. Consultation meetings are ongoing with trade unions fortnightly and staff briefings have been completed. The HR system continues to be externally reviewed with significant technical analysis being undertaken. Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16.
- ◆ **Organisational Design and Staff Transition.** New structures with new job descriptions and pay grading are on consultation with all staff groups. Frequently asked questions are being answered to support staff on a weekly basis. The development of a draft staff transition process has been completed with the engagement of representative bodies. Detailed timelines and an implementation plan for slotting and matching posts is in place. A due diligence process is underway and we have received a number of expressions of interest in voluntary redundancy and early retirement which are being collated for consideration. Feedback from consultation may drive any amendments to job descriptions and, if necessary, returned to South West Councils for re-evaluation. A report on workforce planning is being developed to determine potential dependencies within managerial and staff positions and transitions.

3.10 Issue and risks

- 3.10.1 Whilst there are significant resourcing issues and a potential for negotiation to extend some deadlines for procedural reviews, there are no significant issues.

3.11 Workstream 6: ICT and Information Management

3.11.1 Progress

- ◆ **Infrastructure: Network and storage.** A network integration audit has been completed and this has driven the prioritisation of the work. A contract has now been awarded to improve the resilience of the server room. This contract has been delayed due to technical procurement issues, however, it is unlikely to significantly affect the delivery of the planned work associated with the ICT programme. Linking data lines or internet lines are in place or 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 have been upgraded to the same version without any impact to both Services. 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.

External and internal auditors continue to have confidence in the ICT programme and project management arrangements.

- ◆ **Software.** The three year risk assessed Software and Systems Development Plan will be created for delivery from 1 April 2016 in accordance with an agreed timetable and following a comprehensive analysis of the needs of the new Service going forward. The finance system is currently on track and the performance management software is experiencing some minor slippages which are not thought to be significant. As well as mapping the systems and costs, 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 have been approved by Members. Procedures for ensuring compliance with legislative requirements have been developed and externally validated by Evolve. The ICT Change Management Procedure has been drafted. This work is all on track. 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 new staff information site www.dwfirestaff.com is being extensively used by staff to support the consultation exercise over staffing structures. The 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. Design work of the new website site was presented to members of Workstream 6 and subsequently development has now commenced. Once the site is developed, by the end of December, the content creation that has already taken place will be migrated to the new site. The providers have completed a risk assessment based on the Government Cyber Security guidelines. This is being verified by our joint CLAS consultant to ensure that the software being used and external hosting arrangements being provided, present the Service with no significant vulnerabilities and provide assurance that security risks are well managed. The reports from the consultant will be presented to the next Workstream 6 meeting. All site documentation will also be provided by our provider. A programme of work is being established to obtain new images and footage for the new site in January, ready for go live. This will incorporate new branding and reflect the vision of the new Service. After the new structure is confirmed in January, content managers for each department can be identified and training rolled out ahead of go live. Due to capacity issues the work to

progress the intranet will be carried forward into 2016/17 along with a number of smaller items of technical up grades that were always planned for next year.

External and internal auditors continue to have significant confidence in the work being undertaken.

3.12 Issue and risks

- 3.12.1 There are no significant issues or risks to raise at this time, although the intranet and document management project will now be moved into 2016/17 due to capacity issues and the need to spend more time in getting this right.

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). Further savings are anticipated by holding vacancies, particularly uniformed staff, in advance of the duty systems review, and flexi duty system changes. These will be reported at outturn. In respect of transformation costs, work within all the workstreams is progressing well, with spend to date (as at November 2015) of £0.992m, with the majority of spend being against the Joint Command and Control Centre Project (JCCC), preparation for the strategic Hub/HQ and Safety Centre and ICT infrastructure harmonisation. Decisions around the Safety Centre development have yet to be made which will result in slippage against the original spend/budget profile, therefore, a variance is expected of around £0.5m in Workstream 3 in 2015/16. ICT harmonisation costs will also slip into 2016/17 (£0.260m), as work progresses within Workstream 6, and expected redundancy staffing costs in Workstream 5 will not occur until 2016/17 resulting in additional slippage (£0.254m). 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 Savings

- 4.2.1 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 and functional reviews.

4.3 Issue and risks

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

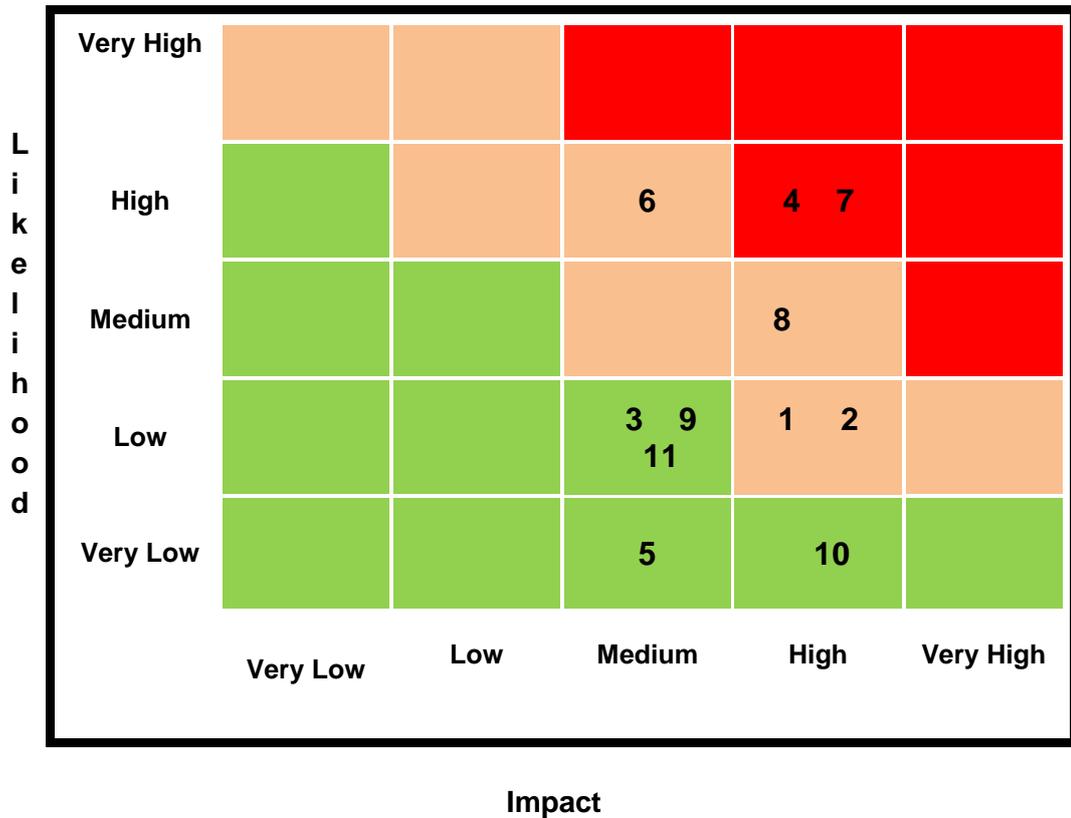
5. Programme Risks

- 5.1 There have been some positive (downward) risk variances determined by the JLT at their recent meeting with the exception of Risk 7: *Poor staff morale due to potential staff redundancies*. The new structures, job descriptions and pay grades have been released.

This has naturally unsettled staff and a few members of staff have left or requested voluntary redundancy. JLT are closely monitoring this situation.

	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 deliver the transformation bid requirements	Objective 4	↔
4.	Key staff leave due to uncertainty over job prospects or future work location		↔
5.	NFCSP misalignment with combination programme		↓
6.	Insufficient resources to deliver the combination programme and to maintain standards of performance in each Service		↔
7.	Poor staff morale due to potential staff redundancies.		↑
8.	Technical change associated with back-office integration could be complex.		↔
9.	Insufficient external stakeholder communication and public relation arrangements		↓
10.	Delayed progression of strategic hub		↓
11.	Potential delays due to consultation and negotiation with Representative Bodies.		↔

Current risk rating:



5.2 Officers are currently working with auditors and a range of external stakeholders to determine the strategic risk register. This will be considered by Members on the 14 January.

6. Stakeholder Management

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

- ◆ CFO (Designate) has commenced the programme of visits with Council Leaders and Members which are running into January 2016. These presentations are supported by a leaflet and corporate video which looks to reposition the new Service in terms of taking a wider role in the health agenda. A review of the corporate video will commence in January with a view to widen the audience to staff and members of the public as we move towards 1 April.
- ◆ A further programme of presentations by the CFO (Designate) is being scheduled with Area Boards, Localities, CCG and PCC to take place January - March 2016.
- ◆ An update letter will be sent to external partners and stakeholders marking the three-monthly milestone before combination. CFO (Designate) Members updates have been issued in November.
- ◆ Monthly staff update from the CFO (Designate) was issued in September, early November (structure release) and late November.

- ◆ Member update from the CFO (Designate) was issued along with an update on Combination to both CFAs.
- ◆ The proposed structure was released and TUPE consultation with staff and representative bodies commenced on the 3 November. Fortnightly meetings are being held with four representative bodies.
- ◆ Managers received a briefing on the proposed structure and overview of the transition process on the 4 November, with the opportunity to meet in break-out groups with their director for more detailed discussions.
- ◆ Staff meetings were held across Dorset and Wiltshire to support the consultation exercise.
- ◆ The joint staff communications site is being used widely across both Services, as a central point for information relating to the combination. It provides information such as procedures for consultation (with the facility for staff to make comment), the proposed structure and consultation documents (with the facility to submit feedback), approved Policy Statements, frequently asked questions and all communication updates.
- ◆ Consultation ended on 4 December and JLT have given full consideration to the consultation feedback to enable sign off of the final structure on the 16 December. A formal response to the feedback will be published in January 2016.
- ◆ Managers briefing day takes place on the 11 January 2016, to present the final structure prior to full release to all staff on the 12 January 2016.
- ◆ CFO podcasts are scheduled throughout the year and the fourth was filmed mid-November.
- ◆ Regular meetings are being held with the change agents, which has membership from staff across both Services.
- ◆ The next key milestone for press engagement will be in January 2016, marking the new year, the new Authority in April.

7. Work Programme

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

8. Conclusions and Next Steps

8.1 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. As the Service migrates towards combination on 1 April 2016, Designate Directors will ensure that workstreams become embedded into directorate delivery plans. In addition, as the work matures and becomes completed, it is envisaged that workstream meetings may not be necessary, with the initial governance arrangements for the new Authority supplanting the current programme monitoring arrangements.

General Information

Workstream 1 - Corporate Governance

Reporting Date	29/12/15
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Summary of progress

Manager's Report

Clerking and Committee Services

As part of the functional review process, the clerking and committee services structures have been developed. They formed part of the TUPE consultation proposals released on 4 November. 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 has been drafted and a paper was taken to the Workstream 1 meeting on 17 November. A paper is to be considered by the Shadow Policy and Resources meeting on 14 January.

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. The member role profiles and member champion roles have now been developed. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. A paper outlining proposed arrangements for Member Induction, Development and Review was taken to the Workstream 1 meeting on 17th November. Direction from some Members was that one section of the toolkit was too lengthy and ambitious. The document is to be used for new Members and trialled by a couple of existing Members. An additional role of Vice Chair to the Authority has been added following direction from Workstream 1 Members. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on Member Induction, Development and Review.

Corporate Identity and Branding

New workwear has been ordered through the South East Framework and the contract was signed at the end of July 15. The new workwear will be brought into the Service well before 1st April to ensure that the distribution process goes smoothly. Strategic managers will start to wear it in January. A branding audit has been completed. From this we can identify and prioritise those branded items that will need replacement across the two organisations. Meetings will be arranged in December and January with department heads to discuss the way forward regarding what is required for 1 April 16. Vehicle signage is under way and many vehicles have been stripped of signage to cut down on replacement times. As vehicles have been serviced or repaired they have had items removed. Both workshops started re-badging vehicles from 1 November to allow sufficient time for completion by 1st April 16. Station signage across the two organisations has now been audited and quotes gathered. The replacement of signage will begin from 1 Jan 16. There is further work to consider those specialist sites such as the safety centres and also PFI buildings, these will be covered separately. New I.D cards will be in place for 1 April 16 and they are currently being designed. The corporate identity guidelines have been completed and were signed off by the Joint Leadership Team on 3 December.

Initial Governance Arrangements

This mandate is called 'Initial Governance Arrangements' to reflect the fact that a review of the constitution of the new Authority will have been completed by 2018. It is accepted that the governance arrangements that are put in place for 1 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 done following that meeting including updating the terms of reference of the various committees. They were taken to the Shadow Authority meeting on 23 October. Direction was given by Members. The terms of reference were agreed subject to certain points being noted. Members agreed for a single paper to be brought back to the 1 April meeting to confirm the arrangements for the Pension Board. This will go to the Workstream 1 meeting on 27 January. The matter of substitutes for committees was also raised. This was discussed at the Workstream 1 meeting in November. It was agreed that the Southampton model would not be adopted and named substitutes would be used instead. The Scheme of Delegation for the new Authority will be taken to the Shadow Policy and Resources meeting in January.

Members' Handbook

The various sections of the new Members' Handbook were approved at the Shadow Authority meeting on 23 June. The Monitoring Officer is providing final versions of all of the documents incorporating the direction from members for inclusion in the handbook. 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. A fold out map of the Authority's area has been asked for by Members and this is being prepared. It is necessary for steady state allowances to be determined. A date in December has been set for an IRP meeting to take place. The results will be circulated for comment with a deadline for returns included. A final version will be prepared for approval at the Shadow Authority meeting in February.

Overview of Policies and Procedures and Legal Compliance

The first five policy statements were approved (subject to a few minor amendments) by the Shadow Policy and Resources Committee on 5 November 2015. These were for Corporate Governance, Health and Safety, Performance and Risk Management, Assets and Information Management. The second batch of seven statements has also been produced and will then be submitted to JLT for consideration on 11 December and the Shadow Policy and Resources Committee for approval on 14 January. The statements cover Response, Prevention and Community Engagement, Protection, Employee Development, Employee Health & Well-being, Employee Performance and Reward, and Equality. The Financial Management policy statement will be submitted to the Shadow Authority for their meeting on 12 February 2016. Progress reports are submitted to JLT approximately every two weeks for review and consideration. The majority of procedures are on track for delivery by their proposed end date. Work is now under way to prepare a procedure harmonisation programme for 2016/17 and for 2017/18. 29-12-2015

Status of Mandates

On Target

Risk Status

On Target

Issues

RESOLVED - 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?	<p>Issue being tackled by Monitoring Officer. An 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>The Monitoring Officer has set a date for an IRP meeting in December. The results will be circulated for comments with a deadline for returns included. The final version will be submitted to the Shadow Authority meeting in February for approval. 01-12-2015</p>
Action Required	No further action required at this time. 01-12-2015

Mandates

00001 - Top Team Transition	
End Date	17/07/15
Status	Completed
Progress	<p>Top Team Arrangements</p> <p>The top team has now been selected and the results have been communicated. 14-10-2015</p>

00011 - Initial Governance Arrangements	
End Date	26/02/16
Status	On Target
Progress	<p>This mandate is called 'Initial Governance Arrangements' to reflect the fact that a review of the constitution of the new Authority will have been completed by 2018. It is accepted that the governance arrangements that are put in place for 1 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 done following that meeting including updating the terms of reference of the various committees. They were taken to the Shadow Authority meeting on 23 October. Direction was given by Members. The terms of reference were agreed subject to certain points being noted. Members agreed for a single paper to be brought back to the 1 April meeting to confirm the arrangements for the Pension Board. This will go to the Workstream 1 meeting on 27th January. The matter of substitutes for committees was also raised. This was discussed at the Workstream 1 meeting in November. It was agreed that the Southampton model would not be adopted and named substitutes would be used instead. The Scheme of Delegation for the new Authority will be taken to the Shadow Policy and Resources meeting in January.</p>

00002 - Corporate Identify and Branding	
End Date	30/06/16
Status	On Target
Progress	<p>New workwear has been ordered through the South East Framework and the contract was signed at the end of July 15. The new workwear will be brought into the Service well before 1 April to ensure that the distribution process goes smoothly. Strategic managers will start to wear it in January. A branding audit has been completed. From this we can identify and prioritise those branded items that will need replacement across the two organisations. Meetings will be arranged in December and January with department heads to discuss the way forward regarding what is required for 1 April 16. Vehicle signage is under way and many vehicles have been stripped of signage to cut down on replacement times. As vehicles have been serviced or repaired they have had items removed. Both workshops started re-badging vehicles from the 1 November to allow sufficient time for completion by 1 April 16. Station signage across the two organisations has now been audited and quotes gathered. The replacement of signage will begin from the 1 Jan 16. There is further work to consider those specialist sites such as the safety centres and also PFI buildings, these will be covered separately. New ID cards will be in place for the 1 April 16 and they are currently being designed. The corporate identity guidelines have been completed and were signed off by the Joint Leadership Team on 3 December.</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>

00005 - Clerking and Committee Services Arrangements

End Date	29/01/16
Status	On Target
Progress	<p>As part of the functional review process, the clerking and committee services structures have been developed. They formed part of the TUPE consultation proposals released on the 4th November. 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 has been drafted and a paper was taken to the Workstream 1 meeting on the 17 November. A paper is to be considered by the Shadow Policy and Resources meeting on 14 January.</p>

00007 - Member's Handbook

End Date	30/01/15
Status	On Target
Progress	<p>The various sections of the new Members' Handbook were approved at the Shadow Authority meeting on 23 June. The Monitoring Officer is providing final versions of all of the documents incorporating the direction from members for inclusion in the handbook. 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. A fold out map of the Authority's area has been asked for by Members and this is being prepared. It is necessary for steady state allowances to be determined. A date in December has been set for an IRP meeting to take place. The results will be circulated for comment with a deadline for returns included. A final version will be prepared for approval at the Shadow Authority meeting in February.</p>

00008 - Member Induction, Development and Review

End Date	27/02/15
Status	On Target
Progress	<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. The member role profiles and member champion roles have now been developed. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. A paper outlining proposed arrangements for Member Induction, Development and Review was taken to the Workstream 1 meeting on 17 November. Direction from some Members was that one section of the toolkit was too lengthy and ambitious. The document is to be used for new Members and trialed by a couple of existing Members. An additional role of Vice Chair to the Authority has been added following direction from Workstream 1 Members. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on Member Induction, Development and Review.</p>

00012 - Overview of Policies and Procedures and Legal Compliance

End Date	30/04/16
Status	On Target
Progress	The first five policy statements were approved (subject to a few minor amendments) by the Shadow Policy and Resources Committee on 5 November 2015. These were for Corporate Governance, Health and Safety, Performance and Risk Management, Assets and Information Management. The second batch of seven statements has also been produced and will then be submitted to JLT for consideration on 11 December and the Shadow Policy and Resources Committee for approval on 14 January. The statements cover Response, Prevention and Community Engagement, Protection, Employee Development, Employee Health & Well-being, Employee Performance and Reward, and Equality. The Financial Management policy statement will be submitted to the Shadow Authority for their meeting on 12 February 2016. Progress reports are submitted to JLT approximately every two weeks for review and consideration. The majority of procedures are on track for delivery by their proposed end date. Work is now under way to prepare a procedure harmonisation programme for 2016/17 and for 2017/18. 29-12-2015

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. 01-12-2015

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. 01-12-2015

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. 01-12-2015

00005 - Potential failure to engage staff in rebranding exercise

Effects	Staff do not feel that they own the visual identity or work wear leading to conflict and loss of morale.
Active	Yes
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. 01-12-2015

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. 01-12-2015

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	Well-structured programme of consultation and negotiation now in place. Progress is being monitored regularly. 01-12-2015
Date Raised	04/07/15
Progress on Actions	The risk has been reviewed. 01-12-2015

Costs

Budget Allocation	£155,000
Expenditure	The up to date financial position is not available to form part of this report. The overall position is shown within the Financial Summary with the Combination Progress Report
Narrative	<p>The re-branding involves 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 £193,000 plus £60,000 of stock written off. However, when netting off the costs for 2016/17 and for the next 3 years and benefiting from buying items through the Framework, the net additional costs over the four years are c. £95,741 plus the £12,500 costs of the consultant and the graphic designer. In addition there is up to £60,000 worth of stock to be written off in 2015/16. 01-12-2015</p>

Benefits

Benefits

BEN.49.01 - Top Team Transition

Status	Completed
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General Information

Workstream 2- Strategic and organisational development

Reporting Date

29/12/15

Summary of progress

Manager's Report

Vision and Values Work

Following analysis and structured interviews in September, a draft framework was developed as a proposal for members and this was also shared with a number of managers/stakeholders for feedback. As a result an alternative option was also developed and both considered by JLT in November alongside existing Service frameworks. It was agreed at JLT on 18 November to retain the RESPECT framework currently in use in Wiltshire with any adaptations needed based on the mapping of Dorset's uni-dimensional framework and a desired simplification of language for the new Service. This work is being progressed with a view to having a final draft framework early in 2016. An Engagement and Communications Plan (including Stakeholder Analysis) will also be developed including guidance and "marketing" materials to support the embedding of the framework across the new Service.

Finance

Following the initial stages of information gathering and specification in preparation for a full formal tendering exercise, we have put out the insurance tender, advertised on 2 December on OJEU, with returns required in January 2016. Final sign off of insurance arrangements is scheduled for March 2016. Consultancy support is ongoing and basic modules now established and set up on the new software build for single finance system. Functional workshops and section meeting have been held and coding is being developed for departmental requirements. Training plans for system and end users have been developed and planned in for March and April, specifically in Dorset, and once staff/structures are known workflow can be completed. Internal Audit have also reviewed current progress as part of the readiness audit. Work continues to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016. Draft regulations were approved by the Shadow Fire Authority on 23 June 2015. Wiltshire's internal audit service has completed review of the draft regulations and some amendments will be made in light of the audit prior for formal submission to the Authority on February.

Internal Audit

Internal Audit provision for the new Service has now gone out to tender, with tenders due in on 9 December 2015. Once prospective supplier have made their presentation and the tenders have been evaluated the intention to award contract is due to be made on 21 December with award of contract due on 4 January.

Capital Investment

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 across the new Service including property, operational assets and ICT to meet the needs of new structures and delivery of the new Vision. The mandate within Workstream 3 to look at the property portfolio will inform future capital investment in estates, and approval has been given by the Authority to carry out a full valuation and conditions survey exercise. Operational Assets have been assessed but again will be dependent in future years on the outcome of the IRMP and fire cover review.

Performance Management

It was decided by JLT at their meeting on 19 November to further simplify performance management to subsume enabling strategies within a single corporate delivery plan that would underpin the Community Safety Plan. The performance policy has been approved by JLT and Members. The performance framework was outlined to JLT in several papers, the latest of which was dated 12 October 2015 and this was discussed at a middle management Strategy day on 19 November 2015. The views of Members have been sought on several occasions through the Workstream 2 Members meetings. JLT required that the framework be amended so that it reflected the inclusion of key lines of enquiry to Performance and Scrutiny Committee and this is being progressed. They have requested that the performance framework include an assurance process to allow for an assessment to be made against key line of enquiry. This is now being

progressed with the Community Dashboard. It is expected that a progress report will be given to Programme Team in December, with formal approval by JLT in January. Work continues to configure the system with no significant delays.

Quality Standards and Station Audits

In regards to quality standards, Members involved in workstream 2 have approved a final set of recommended standards at their meeting in November. A number of approaches for station audit process have been considered and an outline approach has been created. Officers are currently incorporating these within the revenue and directorate planning. 29-12-2015

Status of Mandates

On Target

Risk Status

On Target

Issues

RESOLVED - 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	RESOLVED. This is now included within the Capital Investment Programme

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	It was decided by JLT at their meeting on 19 November that no enabling strategies would be created and that the work done so far would be subsumed into delivery plans within Sycle. One formal document will be created for display purposes only. It is anticipated that the delivery plans will be entered into Sycle in January 2016 and signed off by Directors in March 2016 01-12-2015

00003 - Develop and introduce a performance management framework

End Date	01/09/17
Status	On Target
Progress	It was decided by JLT at their meeting on 19 November to further simplify performance management to subsume enabling strategies within a single corporate delivery plan that would underpin the Community Safety Plan. The performance policy has been approved by JLT and Members. The performance framework was outlined to JLT in several papers, the latest of which was dated 12 October 2015 and this was discussed at a middle management Strategy day on 19 November 2015. The views of Members have been sought on several occasions through the Workstream 2 Members meetings. JLT required that the framework be amended so that it reflected the inclusion of key lines of enquiry to Performance and Scrutiny Committee and this is being progressed. They have requested that the performance framework include an assurance process to allow for an assessment to be made against key line of enquiry. This is now being progressed with the Community Dashboard. It is expected that a progress report will be given to Programme Team in December, with formal approval by JLT in January. Work continues to configure the system with no significant delays. 29-12-2015

00004 - Harmonised insurance policy, procedures and contracts

End Date	29/02/16
Status	On Target
Progress	Following the initial stages of information gathering and specification in preparation for a full formal tendering exercise, we have put out the insurance tender, advertised on 2 December on OJEU, with returns required in January 2016. Final sign off of insurance arrangements is scheduled for March 2016. 02-12-2015

00005 - Implementation of a single finance system and coding structure

End Date	31/03/16
Status	On Target
Progress	Consultancy support is ongoing and basic modules now established and set up on the new software build. Functional workshops and section meeting have been held and coding is being developed for departmental requirements. Training plans for system and end users have been developed and planned in for March and April, specifically in Dorset, and once staff/structures are known workflow can be completed. Internal Audit have also reviewed current progress as part of the readiness audit. 02-12-2015

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

End Date	29/01/16
Status	On Target
Progress	<p>Work continues to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016.</p> <p>Draft regulations were approved by the Shadow Fire Authority on 23 June 2015. Wiltshire's internal audit service has completed review of the draft regulations and some amendments will be made in light of the audit prior for formal submission to the Authority in February. 02-12-2015</p>

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 mandate within Workstream 3 to look at the property portfolio will inform future capital investment in estates, and approval has been given by the Authority to carry out a full valuation and conditions survey exercise. Operational Assets have been assessed but again will be dependent in future years on the outcome of the IRMP and fire cover review. Workstream 6 has been reviewing ICT harmonisation are further work is still yet to be completed to inform the programme and budget. 02-12-2015

00009 - Values and Behaviour Standards

End Date	31/03/16
Status	On Target
Progress	<p>Following analysis of the key themes and sentiments from structured interviews in September, a draft framework was developed as a proposal for members and this was also shared with a number of managers/stakeholders for feedback. As a result an alternative option was also developed and both considered by JLT in November alongside existing Service frameworks. It was agreed at JLT on 18 November to retain the RESPECT framework currently in use in Wiltshire with any adaptations needed based on the mapping of Dorset's uni-dimensional framework and a desired simplification of language for the new Service. This work is being progressed with a view to having a final draft framework early in 2016.</p> <p>An Engagement and Communications Plan (including Stakeholder Analysis) will also be developed including guidance and "marketing" materials to support the embedding of the framework across DWFRS. The timing of our "launch" needs to be carefully considered in light of on-going staff communications concerning transition to new Service roles, new pay and grading (for corporate</p>

staff) and potential location changes for some individuals. The Change Forum have a schedule of bi-monthly meetings in calendars and have participated in the KPMG audit of combination work. The group are next meeting on 8 December to specifically discuss organisational culture and this will include an update about the work on Values and Behaviours for the new Service. 01-12-2015

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. Members attached to workstream 2 approved a final set of recommended standards at their meeting in November. JLT will be looking to have a discussion early in the new year on accreditations and awards, once new directorate references are beginning to 'bed in'. This will comprise a short verbal update that will confirm awareness of resources/costs/timelines for maintenance of accreditation and to confirm that the necessary detail is included in CSP, Strategies and SYCLE.</p> <p>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. A number of delivery options and software have been considered and these options will be presented to Workstream 4. 01-12-2015</p>

00011 - Internal Audit Contract provision

End Date	31/01/16
Status	On Target
Progress	Internal Audit provision for the new Service has now gone out to tender, with tenders due in on 9 December 2015. Once prospective supplier have made their presentation and the tenders have been evaluated the intention to award contract is due to be made on 21 December with award of contract due on 4 January. 02-12-2015

Risks

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

Effects	Failure to deliver key milestones and deliverables will hamper the creation of an effective new Service from 1 April 2016
Active	Yes
Risk Score	8
Mitigation	Pro-active management reporting of the progress of the overall workstream and individual mandates. Mandate and Workstream Reporting is under way. Regular meetings have been set up between Workstream Lead and Programme Lead to identify issues. 4 Members have been appointed to scrutinise the work completed within this workstream
Date Raised	28/03/15
Progress on Actions	This risk has been reviewed. All mandates are currently on target and are subject to regular review and scrutiny and no change to the risk scoring is required although staff pressures are growing as deadlines are getting closer 07-12-2015

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

Effects	Failure to deliver key milestones and deliverables which 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 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 although limited qualified staff to undertake the work within the deadlines needs to be continually reviewed 07-12-2015

Costs	
Budget Allocation	£94,000
Expenditure	The up to date financial position is not available to form part of this report. The overall position is shown within the Financial Summary with the Combination Progress Report
Narrative	Expenditure is on target and there are no issues to raise at this stage

Benefits	
Benefits	
BEN.50.02 - Future Capital Investment	
Status	On Target

General Information

Workstream 3 - Safety Centre, strategic hub and joint control

Reporting Date	29/12/15
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Summary of progress

<p>Manager's Report</p>	<p>Networked Fire Control Services Partnership (NFCSP) The NFCSP solution continues to work well from a Hampshire and Service Control Centre point of view. 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. An approach to resourcing the NFCSP going forward has been agreed and this will be delivered centrally across the partnership. A process to select this team is currently underway.</p> <p>Service Control Centre (SCC) The Service Control Centre will be moved into a business as usual state from a local management perspective and further works required to optimise efficiencies and effectiveness has been captured in a single delivery plan managed within the SCC team. There are still outstanding issues with regards to the quality of data received from the mobilising software. In addition, in Wiltshire there are also interfacing issues between the commercially provided incident recording software and the mobilising software provided by Capita. While officers are working hard to resolve these issues, the ability of Wiltshire to correctly monitoring their operation performance is currently compromised until this is resolved.</p> <p>Strategic Hub All legal documents have now been agreed, including a license for alterations will allows for the completion of minor works required by the service prior to occupancy. The shadow Authority will take possession on 1 February 2016 and the Strategic Hub will be operational by 1 April 2016. The formal opening of the Hub will take place on 01 April 2016 following the CFA meeting and will be attended by the respective Lord Lieutenants of Dorset and Wiltshire.</p> <p>Safety Centre Heads of Terms are subject to final review and will form the basis of the agreement to lease once the outline business case has been agreed. The procurement of design and build contractors is underway 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 Members at their meeting on the 14 January 2016. Sponsorship and partnering activities are well under way and market research is being progressed to support the business case for member approval in January 2016. 29-12-2015</p>
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Status of Mandates	On Target
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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
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Status	On Target
Progress	All legal documents have now been agreed, including a license for alterations will allows for the completion of minor works required by the service prior to occupancy. The shadow Authority will take possession on 1 February 2016 and the Strategic Hub will be operational by 1 April 2016. The formal opening of the Hub will take place on 1 April 2016 following the CFA meeting and will be attended by the respective Lord Lieutenants of Dorset and Wiltshire.

00002 - The Safety Centre	
End Date	31/03/17
Status	On Target
Progress	Heads of Terms are subject to final review and will form the basis of the agreement to lease once the outline business case has been agreed. The procurement of design and build contractors is underway 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 Members at their meeting on the 14 January 2016. Sponsorship and partnering activities are well under way and market research is being progressed to support the business case for member approval in January 2016.

00003 - JCCC and NFCSP (to go live)	
End Date	20/07/15
Status	On Target
Progress	<p>The NFCSP solution continues to work well from a Hampshire and Service Control Centre point of view. 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. An approach to resourcing the NFCSP going forward has been agreed and this will be delivered centrally across the partnership. A process to select this team is currently underway.</p> <p>The Service Control Centre will be moved into a business as usual state from a local management perspective and further works required to optimise efficiencies and effectiveness has been captured in a single delivery plan managed within the SCC team. There are still outstanding issues with regards to the quality of data received from the mobilising software. In addition, in Wiltshire there are also interfacing issues between the commercially provided incident recording software and the mobilising software provided by Capita. Whilst officers are working hard to resolve these issues, the ability of Wiltshire to correctly monitoring their operation performance is currently compromised until this is resolved.</p>

00004 - NFCSP (Post go-live)	
End Date	31/10/17
Status	None
Progress	NFCSP is not yet live

00005 - Property Asset Management	
End Date	31/12/15
Status	None
Progress	This has not yet stated

Risks	
00002 - Lack of capacity to deliver the workstream	
Effects	Failure to deliver a number of the mandate milestones
Active	Yes
Risk Score	9
Mitigation	Regular reporting of progress and issues to JLT

Workstream 3 Report

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 29-12-2015

Costs	
Budget Allocation (£000's)	£2,208,200
Expenditure	The up to date financial position is not available to form part of this report. The overall position is shown within the Financial Summary with the Combination Progress Report
Narrative	There are no cost issues to be considered at this time

Benefits	
Benefits	
BEN.51.01 - JCCC	
Status	On Target

General Information

Workstream 4 - Service Delivery and Operational Assets

Reporting Date	29/12/15
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Summary of progress

<p>Manager's Report</p>	<p>Establish Strategic Priorities and structures for Prevention, Protection, Response Delivery, Response Support and Operational Assets</p> <p>All strategic priorities have now been established for these areas. Structures have been signed off for consultation by the Joint Leadership Team. Feedback is now being collated for further evaluation and revision as needed. The strategic priorities have also been fed into strategic delivery plans and arrangements for finance and resourcing have been projected for the medium term finance plan. It has been agreed that separate, functional strategies are no longer required, as an integrated delivery plan will underpin the Community Safety Plan. All strategic delivery plan priorities are now being aligned to Key Lines of Enquiry which form the basis of a performance management and evaluation framework.</p> <p>Establish Priorities for the Response based IRMP Programme</p> <p>The priorities for the IRMP are currently being scoped with business cases through a working group led by DCFO Aldridge.</p> <p>Review Response Standards</p> <p>The standards have now been agreed by the Committee with the targets to be set by the shadow Authority being guided by Officer recommendations.</p> <p>FDS System</p> <p>A proposal has been shared by ACFO Ansell with the representative bodies. After due consideration a further proposal has been tabled by the FBU and two of the three management levels have outline agreement. Constructive discussions around the final level, for Area managers, are ongoing.</p> <p>FDS Management Solution</p> <p>An interim solution will be in place for 1 April 2016, whilst ongoing system based arrangements are considered as part of a wider review of whole time and retained duty systems.</p> <p>07-12-2015</p>
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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 All strategic priorities have now been established for these areas. Structures have been signed off for consultation by the Joint Leadership Team. Feedback is now being collated for further evaluation and revision as needed. The strategic priorities have also been fed into strategic delivery plans and arrangements for finance and resourcing have been projected for the medium term finance plan. It has been agreed that separate, functional strategies are no longer required, as an integrated delivery plan will underpin the Community Safety Plan. All strategic delivery plan priorities are now being aligned to Key Lines of Enquiry which form the basis of a performance management and evaluation framework.</p> <p>A Revised Structure for Service Delivery (Prevention, Protection and Response Delivery and Response Support) All structures have now been revised and aligned to the emerging vision. They have been agreed by the Joint Leadership Team and have been published in the consultation document. The consultation period has now ended and directors will be considering feedback for the final structure to be agreed.</p> <p>Review Response Standards The standards have now been agreed by the Committee with the targets to be set by the shadow Authority being guided by Officer recommendations. 07-12-2015</p>

00002 - Flexible Duty system	
End Date	01/04/16
Status	Experiencing Obstacles
Progress	<p>FDS A proposal has been shared by ACFO Ansell with the representative bodies. After due consideration a further proposal has been tabled by the FBU and two of the three management levels have outline agreement. Constructive discussions around the final level, for Area managers, are ongoing.</p> <p>FDS Management Solution An interim solution will be in place for 1 April 2016, whilst ongoing system based arrangements are considered as part of a wider review of whole time and retained duty systems. 07-12-2015</p>

00003 - Assets Review	
End Date	31/03/16
Status	On Target
Progress	<p>Establish Strategic Priorities - This work has now been completed and agreed by the designate director. It is being finalised with resource requirements for the medium term finance plan. The next step is to work with the leads of work stream 2 to establish the delivery plan priorities for 2016/17.</p> <p>A Revised Structure - This work has been completed and the structure was presented in the consultation document. Feedback is now being collated for consideration of the designate director. 07-12-2015</p>

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

Workstream 4 Report

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. 07-12-2015

Costs	
Budget Allocation (£000's)	£10,000
Expenditure	The up to date financial position is not available to form part of this report. The overall position is shown within the Financial Summary with the Combination Progress Report
Narrative	There are no cost issues yet to be reported

Benefits	
Benefits	
BEN.48.02 - Assets	
Status	On Target

General Information

Workstream 5 - People and organisational design

Reporting Date	29/12/15
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Summary of progress

<p>Manager's Report</p>	<p>Competence Framework Structures and dependencies have been reviewed to determine any further requirements such as the costs of transitional arrangements and wider project dependencies. Officers are currently prioritising the harmonisation of courses for 2016. Incident Command has been identified as the initial area of attention due to new legislation being released early 2016 (ICS4). The Casualty Care programme is being adopted in Wiltshire and training has started. Other areas of similar training are being shared where possible. Consultation associated with new competence procedures has commenced and feedback being collated from staff and their representative bodies. There have been no significant challenges to date. A single system for recording competence is still being determined via an external audit report. Operational competence across both organisations is being assured through a gap analysis report to JLT, with historic and predicted competence levels and associated plans for the maintenance of operational competence in each organisation.</p> <p>Organisational Design and Staff Transition New structures with new job descriptions and pay grading are on consultation with all staff groups. Frequently asked questions are being answered on a weekly basis to support staff. The development of a draft Staff Transition process has been completed with the engagement of representative bodies.</p> <p>Detailed timelines and an implementation plan for slotting and matching posts are in place. A due diligence process is underway and we have received a number of expressions of interest in voluntary redundancy and early retirement which are being collated for consideration. Feedback from consultation may drive any amendments to job descriptions, and if necessary, returned to South West Councils for re-evaluation. A report on workforce planning is being developed to determine potential dependencies within managerial and staff positions and transitions.</p> <p>HR Framework The HR Framework covers strategy and policy prioritisation; procurement contract reviews and HMIS migration plan. It also provides direction for other CFA legal requirements such as pay policy and pension discretions policy. This remaining policy work has started and is on target for February 2016 when these will be considered by Members at their shadow Authority meeting. Wider policy and procedure work is largely on track with a number of key policies submitted for approval by Members at their meeting on 14 January 2016. Consultation meetings are ongoing with trade unions fortnightly and staff briefings have been completed. The HR system continues to be externally reviewed with significant technical analysis being undertaken. Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16. 29-12-2015</p>
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Status of Mandates	On Target
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Risk Status	On Target
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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	RESOLVED. 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.
Proposed use of South West Councils to manage bulk of Job Evaluations will help to mitigate impact on HR staff 11-05-2015

Mandates

00001 - Staff Transition

End Date	31/03/16
Status	On Target
Progress	New structures with new job descriptions and pay grading are on consultation with all staff groups. Frequently asked questions are being answered on a weekly basis to support staff. The development of a draft Staff Transition process has been completed with the engagement of representative bodies. Detailed timelines and an implementation plan for slotting and matching posts is in place. A due diligence process is underway and we have received a number of expressions of interest in voluntary redundancy and early retirement which are being collated for consideration. Feedback from consultation may drive any amendments to job descriptions, and if necessary, returned to South West Councils for re-evaluation. 29-11-2015

00002 - Organisational Design & Workforce Planning

End Date	31/03/16
Status	On Target
Progress	A report on workforce planning is being developed to determine potential dependencies within managerial and staff positions and transitions. 29-11-2015

00003 - HR Framework

End Date	31/03/16
Status	On Target
Progress	The HR Framework covers strategy and policy prioritisation; procurement contract reviews and HMIS migration plan. It also provides direction for other CFA legal requirements such as pay policy and pension discretions policy. This remaining policy work has started and is on target for February 2016 when these will be considered by Members at their shadow Authority meeting. Wider policy and procedure work is largely on track with a number of key policies submitted for approval by Members at their meeting on the 14 January 2016. Consultation meetings are ongoing with trade unions fortnightly and staff briefings have been completed. The HR system continues to be externally reviewed with significant technical analysis being undertaken. Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16.

00004 - Competency Framework

End Date	31/03/16
Status	On Target
Progress	Structures and dependencies have been reviewed to determine any further requirements such as the costs of transitional arrangements and wider project dependencies. Officers are currently prioritising the harmonisation of courses for 2016. Incident Command has been identified as the initial area of attention due to new legislation being released early 2016 (ICS4). The Casualty Care programme is being adopted in Wiltshire and training has started. Other areas of similar training are being shared where possible. Consultation associated with new competence procedures has commenced and feedback being collated from staff and their representative bodies. There have been no significant challenges to date. A single system for recording competence is still being determined via an external audit report. Operational competence across both organisations is being assured through a gap analysis report to JLT, with historic and predicted competence levels and associated plans for the maintenance of operational competence in each organisation.

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.29-11-2015

Costs	
Budget Allocation	£332,000
Expenditure	The up to date financial position is not available to form part of this report. The overall position is shown within the Financial Summary with the Combination Progress Report
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	
Benefits	
BEN.52.01 - Assets Functional Review	
Status	On Target
BEN.52.03 - ICT Functional Review	
Benefits	
Status	On Target
BEN.52.04 - Other staff not yet included in Functional Review	
Status	On Target

General Information

Workstream 6 - ICT and information management

Reporting Date 30/12/15

Summary of progress

Manager's Report

Infrastructure - Network and storage:

A network integration audit has been completed and this has driven the prioritisation of the work. A contract has now been awarded to improve the resilience of the server room. This contract has been delayed due to technical procurement issues however it is unlikely to significantly affect the delivery of the planned work associated with the ICT programme. Linking data lines or internet lines are in place or 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 have been upgraded to the same version without any impact to both Services. 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 decommissioning 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. External and internal auditors continue to have confidence in the ICT programme and project management arrangements.

Software - The 3 year risk assessed Software and Systems Development Plan will be created for delivery from 1 April 2016 in accordance with an agreed timetable and following a comprehensive analysis of the needs of the new Service going forward. The finance system is currently on track and the performance management software is experiencing some minor slippages which are not thought to be significant. As well as mapping the systems and costs, 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 have been approved by Members. Procedures for ensuring compliance with legislative requirements have been developed and externally validated by Evolve. The ICT Change Management Procedure has been drafted. This work is all on track. 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 new staff information site www.dwfirestaff.com is being extensively used by staff to support the consultation exercise over staffing structures. The 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. Design work of the new website site was presented to members of work stream 6 and subsequently development has now commenced. Once the site is developed, by the end of December, the content creation that has already taken place will be migrated to the new site. The providers have completed a risk assessment based on the Government Cyber Security guidelines. This is being verified by our joint CLAS consultant to ensure that the software being used and external hosting arrangements being provided, present the Service with no significant vulnerabilities and provide assurance that security risks are well managed. The reports from the consultant will be presented to the next work stream 6 meeting. All site documentation will also be provided by our provider. A programme of work is being established to obtain new images and footage for the new site in January, ready for go live. This will incorporate new branding and reflect the vision of the new Service. After the new structure is confirmed in January, content managers for each department can be identified and training rolled out ahead of go live. Due to capacity issues the work to progress the intranet will be carried forward into 2016/17 along with a number of smaller items of technical up grades that were always planned for next year. External and internal auditors continue to have significant confidence in the work being undertaken. 30-12-2015

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

Mandates

00001 - Website

End Date	31/03/16
Status	On Target
Progress	The new staff information site www.dwfirestaff.com is being extensively used by staff to support the consultation exercise over staffing structures. The 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. Design work of the new website site was presented to members of Workstream 6 and subsequently development has now commenced. Once the site is developed, by the end of December, the content creation that has already taken place will be migrated to the new site. The providers have completed a risk assessment based on the Government Cyber Security guidelines. This is being verified by our joint CLAS consultant to ensure that the software being used and external hosting arrangements being provided, present the Service with no significant vulnerabilities and provide assurance that security risks are well managed. The reports from the consultant will be presented to the next Workstream 6 meeting. All site documentation will also be provided by our provider. A programme of work is being established to obtain new images and footage for the new site in January, ready for go live. This will incorporate new branding and reflect the vision of the new Service. After the new structure is confirmed in January, content managers for each department can be identified and training rolled out ahead of go live. Due to capacity issues the work to progress the intranet will be carried forward into 2016/17 along with a number of smaller items of technical up grades that were always planned for next year. 30-12-2015

00002 - Information Management

End Date	31/03/16
Status	On Target
Progress	Information management policy statements have been approved by Members. Procedures for ensuring compliance with legislative requirements have been developed and externally validated by Evolve. The ICT Change Management Procedure has been drafted. This work is all on track.

00003 - Information Assurance and Security

End Date	31/03/16
Status	On Target
Progress	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.

00008 - Roadmap for ICT Software and Hardware

End Date	31/03/16
Status	On Target
Progress	The 3 year risk assessed Software and Systems Development Plan will be created for delivery from 1 April 2016 in accordance with an agreed timetable and following a comprehensive analysis of the needs of the new Service going forward. The finance system is currently on track and the performance management software is experiencing some minor slippages which are not thought to be significant. As well as mapping the systems and costs, 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. 30-12-2015

00010 - Windows Active Directory

End Date	31/03/15
Status	On Target
Progress	AA 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 30-12-2015

00011 - Integration of telephone (VOIP)

End Date	31/03/16
Status	On Target
Progress	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 have been upgraded to the same version without any impact to both Services. 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. 30-12-2015

00013 - Server Room Resilience

End Date	01/04/16
Status	On Target
Progress	A network integration audit has been completed and this has driven the prioritisation of the work. A contract has now been awarded to improve the resilience of the server room. This contract has been delayed due to technical procurement issues however it is unlikely to significant affect the delivery of the planned work associated with the ICT programme. Linking data lines or internet lines are in place or have been ordered, although new firewalls have yet to be ordered. Due to installation timelines these are not considered to be urgent. 30-12-2015

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 30-12-2015

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 30-12-2015

Costs

Budget Allocation	£1,297,300
Expenditure	The up to date financial position is not available to form part of this report. The overall position is shown within the Financial Summary with the Combination Progress Report
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

Benefits

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

Status	On Target
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BEN.53.02 - Supporting new ways of working

Status	On Target
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Financial Report (as at 30 November 2015)

Savings to Date	Remaining Savings Required 2015/16
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Savings Profile					
Savings 2015/16	Savings 2016/17	Savings 2017/18	Savings 2018/19	Savings 2019/20	TOTAL Savings

Workstream Programme	£	£	£	£	£	£	£	£
Programme	0	0	0	10,300	0	0	0	10,300
1 Corporate Governance	206,000	0	206,000	10,300	80,700	63,300	0	360,300
2 Strategic and Organisational Development	100,000	0	100,000	-37,500	0	0	0	62,500
3 Safety Centre, Strategic Hub and Joint Control	110,000	0	110,000	268,000	380,000	0	0	758,000
4 Service Delivery and Operational Assets	23,000	0	23,000	1,170,900	1,505,000	0	0	2,698,900
5 People and Organisational Design	291,600	0	291,600	786,200	617,500	0	0	1,695,300
6 ICT and Information Management	0	0	0	0	0	0	0	0
	730,600	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 Nov 2015	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	77,685	15,870	71,900	11,800	0	0	0	83,700
1 Corporate Governance	44,891	-110,109	155,000	50,000	0	0	0	205,000
2 Strategic and Organisational Development	94,936	16,547	94,000	85,600	50,600	10,600	10,600	251,400
3 Safety Centre, Strategic Hub and Joint Control	459,048	-470,752	2,208,200	3,277,550	50,000	50,000	25,000	5,610,750
4 Service Delivery and Operational Assets	0	58,500	10,000	0	0	0	0	10,000
5 People and Organisational Design	47,023	-254,139	332,000	426,000	0	0	0	758,000
6 ICT and Information Management	268,529	-260,023	1,297,300	417,400	200,000	0	0	1,914,700
	992,110	-1,004,106	4,168,400	4,268,350	300,600	60,600	35,600	8,833,550

Funding by:

- Transformation grant & matched funding	-479,030	406,618	-3,005,400	-3,502,350	-10,600	-10,600	-10,600	6,539,550	-
- Available transformation reserves	-513,080	597,488	-1,163,000	-766,000	-290,000	-50,000	-25,000	2,294,000	-
	-992,110	1,004,106	-4,168,400	-4,268,350	-300,600	-60,600	-35,600	8,833,550	-

Appendix C

Future Work Programme for Shadow Board

2015/16

Event	Outline agenda
<p>Shadow Policy and Resources Committee & Joint Member seminar</p> <p>14 January 2016 (Racecourse, Netherhampton, Salisbury, Wiltshire SP2 8PN)</p>	<p>Shadow Policy and Resources Committee 10am-1pm</p> <ul style="list-style-type: none"> • Discuss programme monitoring • Discuss readiness for 1 April 2016 • Adoption of key policies • Discuss scheme of delegations • Strategic Risk Register • Monitoring officer and Democratic Services arrangements • Business case for safety centre • Top Team Transition <p>Joint Members seminar 1:30pm-3:30pm</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 delegations • Adoption of strategic risk register for new Authority • Adoption of pay policy • Adoption of pensions discretions • Approval of internal audit strategy and plan • Adoption of treasury management strategy • Adoption of scheme of Members Allowances aligned to initial governance framework
<p>Shadow Policy and Resources Committee 23 March 2016 10am-1pm Venue TBC (dependent upon occupation of the Headquarters site)</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 • Sign off of the Insurance Policy Statement • Pensions Board • Pensions Administration • Operational Charging Policy
<p>Dorset and Wiltshire CFA 1 April 2016 10am-1pm Venue TBC Dorset & Wiltshire Headquarters, Five Rivers, Salisbury</p>	<ul style="list-style-type: none"> • New Authority adopt all necessary corporate plans, strategies, policies and governance arrangements developed by Shadow Board