DORSET & WILTSHIRE FIRE AND RESCUE AUTHORITY

	Item 5

MEETING	Shadow Policy and Resources
DATE OF MEETING	17 September 2015
SUBJECT OF THE REPORT	Combination progress report (August)
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For decision
EXECUTIVE SUMMARY	This report provides an overview of the programme performance since the Joint Committee meeting on the 22 July 2015. Overall progress is on track. Whilst there are significant workloads associated with the programme, there are no significant concerns to be raise that affect the delivery of the strategic objectives.
RISK ASSESSMENT	Failure to provide a robust oversight of the programme may lead to heightened risks for a successful combination
COMMUNITY IMPACT	None for the purposes of this report.
BUDGET IMPLICATIONS	None for the purposes of this report. A financial summary is provided within the report.
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 (July 2015) B: Financial summary C: Future work programme
REPORT ORIGINATOR	Derek James, Assistant Chief Officer Tel: (01305) 252606 Dorset or (01308) 731103 Wiltshire

1.   Introduction

1.1   This paper provides a strategic summary of the progress being made since the last meeting of the Joint Committee held on the 22 July 2015. The report covers the key dimensions of the programme, including progress, finance, risk, stakeholder management and includes a forward look through a work programme for the committee.

2.   Programme Governance and Management

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

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

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

Key	
🟥	**Significant issues compromising the delivery of the programme and the strategic objectives**
🟧	**Some issues affecting programme delivery but not the strategic objectives**
🟩	**No significant issues**

	Critical success factor for the combination programme	**Status**
1.	Strong political leadership and direction of the transition to a new CFA and Service centred on the development and delivery of a modern and compelling vision	🟩
2.	Strong managerial leadership and direction	🟩
3.	Sound programme management with clear strategic, tactical and administrative co-ordination	🟩
4.	Ensuring that strategic leads have the capacity and resources to meet the expectations and deadlines set out within the combination programme	🟩
5.	A clear focus on the benefits and management of the threats and risks to achieving them	🟩
6.	Robust stakeholder engagement that is proactively monitored and managed	🟩
7.	Close monitoring and cost control of the transition	🟩
8.	Co-ordination of existing financial, contractual and risk management arrangements to support the transition to a new CFA	🟩
9.	Close monitoring and management of existing standards and KPIs	🟩

2.3   In summary, there are no significant concerns about the critical success factors necessary to deliver the programme.

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, the Shadow Policy and Resources Committee receive 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**

The outcome of the staff survey question on the new visual identity was that staff had a clear preference for one of the options. The preferred option was approved by the Shadow Policy and Resources Committee on 22 July. It is being registered as a trademark. A quick reference guide has been produced and this has been circulated to allow staff to begin to use the new visual identity. The staff survey also identified the workwear preferences of our staff. The two existing Services have signed contracts against the South East framework agreement so that they are supplied in readiness for use from 1 April 2016. The decisions that have been taken on the visual identity and workwear have been communicated to our staff. An audit of all existing branding within the two fire and rescue services and the two authorities will need to be completed in September. This will enable us to ensure that all aspects of the change in branding are planned and managed carefully.

♦ **Annual Governance Statement and Statement of Assurance**

This autumn, both Authorities will publish their respective statements. Some alignment of approach has been made with regards to presentation, content and their presentation. The two Authorities' statements will be taken to the October meeting of the Shadow Authority for noting to ensure full transparency to all Members. The work on a draft policy for the Annual Governance Statement and Statement of Assurance was the subject of a verbal update to the Workstream 1 meeting on 21 July and was approved in principle. A Corporate Governance policy will be taken to a Workstream 1 meeting. DCLG have indicated that in September 2016 an Annual Governance Statement and a Statement of Assurance will need to be published for the new Authority to cover the period April to September 2016.

♦ **Clerking and Committee Services**

It has been determined by the Shadow Authority that the Head of Legal and Democratic Services from Dorset County Council will undertake the role of monitoring officer for the

Shadow and new Authority. As part of the functional review process, the clerking and committee services functions are being incorporated within the corporate services directorate. Further work will be required on the costs and expectations associated with the monitoring officer and legal services and a Service Level Agreement is currently being developed.

♦ **Member Induction, Development and Review**

A paper on Member Induction, Development and Review was taken to the Workstream 1 meeting on 21 July. The content of the paper was approved in principle subject to there being a reduction in the number of Member role profiles. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. The content of a policy on Member Induction, Development and Review is being developed and will be fed into a Corporate Governance policy for approval by Workstream 1 and then the Shadow Authority at its October meeting.

♦ **Top Team Arrangements**

The top team has now been selected and further communications will follow in due course once clear functions have been aligned to the merging structure. An independent pay review was undertaken and findings approved by the Shadow Policy and Resources Committee.

♦ **Initial Governance Arrangements**

This mandate is called 'Initial Governance Arrangements' to reflect the fact that there will be a review of the constitution of the new Authority. 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 to Workstream 1 meetings for discussion and refinement for wider discussion and agreement by the Authority at its October meeting.

♦ **Members' Handbook**

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

♦ **Critical Policies and Procedures**

A delivery plan for each policy area within each workstream was produced. It has been made clear which areas will require communication, consultation or negotiation. To maintain a strong focus on the delivery of this work, a separate progress report and updated delivery plan are provided to JLT meetings. The prioritisation methodology and work were audited by the South West Audit Partnership. The favourable results of that audit were reported to the Shadow Policy and Resources Committee meeting in July. They concluded that 'sound and correct processes are in place to ensure that the deliverable date of 1 April 2016 is met'. Policy statements in 13 key areas are to be

developed in August and September. A paper setting out this approach is to be taken to the Workstream 1 meeting on 15 September. The proposed policies will each be taken to the Shadow Policy and Resources Committee for approval.

♦ **Ceremonies and Awards**

Initial meetings have taken place with key people in the two fire and rescue services to learn more about the differences and similarities in approach to ceremonies and awards. The creation of the new organisation provides an opportunity to make changes to celebrate the new vision and values and to reinforce the new branding and corporate identity. The research phase is continuing. The new Ceremonies and Awards procedure will be produced by early 2016.

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**

The overall Performance Framework was discussed by JLT on 12 August and a planning day has been scheduled for September to help to refine the direction of the Community Safety Plan and key strategies. This framework aligns the creation of the strategies and it will demonstrate how the plan will deliver the business case savings. Members attached to Workstream 2 discussed this at their meeting in July along with emerging performance management arrangements.

A summary of the outputs from Visioning Day have been analysed alongside input from middle manager days, existing DFRS and WFRS frameworks and those of partner agencies to develop outline proposals/options for the new 'Values' statements and accompanying Behavioural framework. This is currently being shared more widely through structured interviews with a small number of managers and staff within the Services so that draft proposals can be developed in September. These proposals can be further 'tested' through a staff survey along the lines of the uniform and communications surveys completed/ongoing. The first meeting of 'Change Forum' took place and further bi-monthly sessions scheduled for the period leading up to combination and there is potential to use this group as a sounding board for values/behaviours work if required. Draft timeline/action plan has been developed and further detail will be added to this as expectations become clearer.

♦ **Finance**

Work has continued on harmonising the insurance arrangements and it is not yet clear whether a full tender exercise will be required or whether it is possible to extend existing contract for a further year. Determination of this will impact on workload requirements and a timetable is being finalised. The project work to create a single Agresso finance system has continued. The latest version of the software has now

been uploaded onto the Wiltshire network and is being reviewed, with the intention that Dorset will get access as the networks are combined. Training is scheduled and Agresso consultants will be onsite shortly after to discuss the gap analysis on system set up.   Work continues to amend the current procedures to develop single finance and procurement procedures when the new Authority is established from 1 April 2016. The draft specification to create the new internal audit arrangements has been established but requires some defining. Once agreed will be going out to tender for new service provision.

♦ **Performance Management**

Work continues on the development of the performance management framework. The outline project plan to install the software system known as Sycle 2 has been agreed and the first formal project meeting was held on 14 August with meetings every two weeks put in place. Regular meetings are being held between the sponsor, mandate manager and the supplier. Work has started on creating the risk processes in Sycle.

An initial scoping of a comprehensive data management audit has been undertaken and issues of convergence identified. Detailed work on data can only begin when the integration into Sycle commences later in the autumn. An initial series of meetings has identified a set of data which, with clarifications on its use and meaning, can be suggested for Fire and Rescue Authority use.

The performance assurance process was discussed and agreed by JLT at their meeting on 12 August, with the outline corporate calendar to be reviewed by JLT.

Work has progressed on the creation of a common approach to quality standards and a future station audit process. A desk top audit of quality standards has been completed and the existing standards identified. A paper is being prepared for the Workstream 2 Members meeting on 16 September. A number of approaches for the station audit have been considered and a range of different approaches used by different fire services have been considered. An outline approach has been created and the views of Service Delivery have been sought. The approach will be considered by Members attached to Workstream 2.

3.5.2   *Issue and risks*

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

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

3.6.1   *Progress*

♦ **Service Control Centre (formerly Joint Command and Control Centre)**

The Dorset go-live and transfer of function into the Service Control Centre (SCC) at Potterne was completed on 26 August. The cut over of stations was completed within a two hour period where appliances were mobilised from a mixture of Poundbury and Potterne as the plan was implemented. On the day, the control room was crewed with staff from both Wiltshire and Dorset to ensure a smooth transition. In mid-afternoon

there was severe weather sweeping across Hampshire that created spate conditions that led to the SCC staff taking and dealing with incidents in Wiltshire, Dorset and Hampshire simultaneously operating as the partnership working the Networked Fire Control Service Partnership (NFCSP) had always envisaged.

In the run up to cut over there has been a great deal of work completed by both HR departments and the project team to comply with TUPE and to ensure transferred staff were able to access all buildings and ICT systems on their arrival for their first shift. Staff in the SCC have been issued with the new combined Service uniform to promote the single control identity which has been well received.

The Gartan interface used to support retained availability is not currently available for the SCC. This is placing additional workloads onto SCC staff as they manually maintain the status changes of 50 stations on two separate Gartan systems. We are hopeful that this will be addressed in the near future. Boss Client, a resource previously available to Dorset staff, has yet to be delivered. This is requiring some alternate ways of working until this is rolled out in across the partnership. Tom Tom satnavs for officers was transferred to the new system for Dorset officers with only a planned and short loss of service. The rollout of Tom Toms for incident notification, messaging and route guidance across Wiltshire's officers is planned to be completed by the end of September.

The official opening of the SCC will take place on 8 September. Members, press and others have been invited to attend the event in Potterne.

- ♦ **Strategic Hub**

The content of the key legal documents have now all been agreed and only the formal approval and signing remains to be done. The outstanding issues to do with Service requirements for parking, etc have been resolved and captured within the legal documents. The site is likely to be handed over to Wiltshire Council by their contractors in November and the additional works required by the Service, ie minor alterations, ICT development and furnishings, etc, can be scheduled in. The target date for handover to the DWFRA is either 1 February or 1 March 2016 subject to completion of the additional works and the Strategic Hub will be operational by 1 April 2016. A more detailed progress report is on the agenda.

- ♦ **Safety Centre**

Only one available site for development of the Safety Centre, incorporating a RoadWise facility was identified. Further detail of this site is provided within an exempt report.

3.6.2　*Issue and risks*

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

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

3.7.1   *Progress*

♦   **Establish strategic priorities for Prevention, Protection and Response**

Core functions have been revised against the emerging vision and these have been used to develop final structure and resourcing proposals. They will be used to set strategic priorities and performance/evaluation measures

♦   **A revised structure for Service Delivery (Prevention, Protection, Response, Assets)**

All structures have now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These were reviewed by the principal officers in July. A full review is underway by the Joint Leadership Team.

♦   **Review response standards**

Existing standards, measures, targets and data have been reviewed and initial proposals have been considered by the Joint Leadership Team. Formal proposals were considered by the Shadow Policy and Resources Committee on 22 July, and further information has been requested and will be considered on the 17 September 2015.

♦   **Flexible Duty System (FDS)**

Current arrangements have been reviewed and the scope of a single FDS rota system has been established. This is aligned to the concept of operations for NFCSP. It includes revisions to operational command levels and the number of officers needed on duty at any one time. Impacts on leave and work force planning have been reviewed. A discussion document was presented to representative bodies on 31 July and this has been circulated to all FDS officers. The deadline for response is 4 September. Further fortnightly meetings are now taking place with representative bodies (FBU and FOA) on an individual basis at their request. We are also meeting with APFO on an ad hoc basis. Interim arrangements will be established for combination and these will be developed with a wider operational availability system after combination.

3.7.2   *Issue and risks*

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

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

3.8.1 *Progress*

- **Competence Framework**

  Operational training delivery models for 2016/17 will largely remain as they were for 2015/16 as training programmes are already set and they need to be able to continue to support the needs of existing operational licences and maintenance of skills programmes. Work to develop a single approach with one competence recording system is planned to take place during 2016/17. As part of this work a new operational licence has been developed for the new Service and an audit of competence levels is currently underway with plans to present this information to JLT in October. Work to align other courses is progressing well and plans are in place to move to one delivery model for casualty care training. Work during September will also focus on the development of draft enabling strategies and performance management arrangements.

  Learning and Development policy and procedure work has been prioritised with an overarching policy statement being developed for consideration by the JLT by mid-September. This policy statement will set out the principles that will underpin the delivery of operational training and wider Learning and Development direction to support the vision and priorities of the new service. There will also be the need to set out what the position will be on the 1 April 2016.

- **HR Framework**

  The HR Framework covers the policy prioritisation, procurement contract reviews, software migration proposals, HR strategies, Impact Analysis and Equality and Diversity work. It also provides a link into Workstream 1 for CFA items such as the Pay Policy, Pension Discretions, etc. There are also some dependencies on the work on values in Workstream 2. The first draft of the TUPE consultation document has been completed and legal advice has been sought. An updated draft is in the process of being circulated to JLT for consideration and requires decisions to be made in relation to key transition issues such as reasonableness and work locations of staff. As part of the functional review process and in liaison with other workstream leads, a number of 'measures' have been identified and outlined in the consultation document so that these issues can be discussed with trade unions.

  General policy and procedure development for the workstream is on track and good progress is being made. The time lined delivery plan has been shared with all the trade unions who have been invited to share their views as to whether they agree with the procedure lead's interpretation as to whether the procedure requires communication, consultation or negotiation. Early indications are that they are in agreement with the author's interpretation however this may change as the detail of the work becomes more evident.

  Consultation meetings have been taking place with trade unions and are progressing well. The impact assessment process that helps comply with a range of cross cutting legislative duties and requirements has been redefined and additional training sessions have been delivered.

♦ **Organisational Design and Staff Transition**

The development of a draft Staff Transition process has been completed and this is being legally checked. The HR consultant is testing the principles that underpin the staff transition process.

A schedule comparing existing terms and conditions is being developed as part of the due diligence process. We are also developing a schedule in relation to ensuring the correct personal information is collated (hours of work, substantive grades) to assist in the staff transition process.

We have received a number of expressions of interest in voluntary redundancy and early retirement, which are being collated for consideration when the proposed structure is signed off in late September and transitional arrangements are established. Job descriptions have been completed for the corporate/non-uniformed posts in the proposed structure. In accordance with timescales, the job evaluation has been completed by South West Councils and an internal panel consisting of HR and UNISON have completed a quality assurance process. As transition plans are confirmed, there will be a need for further job descriptions to be developed and job evaluations undertaken. Pay modelling will commence on 8 September. South West Councils recommended an independent pay modelling consultant to undertake this work. The consultant has relevant experience within the public sector and combinations and has also worked with the Scottish Fire Service and Norfolk and Suffolk Police.

JLT discussed the functional reviews on 25 August. Following these discussions, further clarification work will be undertaken by workstream leads for discussions on 8 and 10 September in readiness to sign off the fully costed organisational structure on 29 and 30 September. The organisational structure and consultation document will be shared with representative bodies and staff in October.

3.8.2   *Issue and risks*

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

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

3.9.1   *Progress*

♦ **Infrastructure**

The principal focus is about bringing together the network, network management, computer servers, station end equipment (which mobilises firefighters/fire engines) and telephony. This will allow officers to work more efficiently and effectively during the transition phase. To help reduce migration risks, no new technology is being introduced that is unfamiliar to either of our existing Services. ICT auditors from the South West Audit Partnership have reviewed the general approach and are involved in key areas of work. There is a monthly teleconference with auditors over the programme. Members are now involved in the workstream with a recent meeting held on 27 August.

A network integration audit has been completed and reviewed by auditors and this has driven the prioritisation of the work. The required internet lines have been ordered, although new firewalls have yet to be ordered. Due to installation timelines, these are not considered to be urgent. The specification has been delivered to improve the resilience of the server room and the procurement process has started with an expected date for the award of contract of 6 October 2015. Data lines to support resilient server management are on order and site inspections have taken place. Work is continuing on developing a combined telephony system and meetings with consultants have taken place and a phased approach has been developed to deliver minimal disruption. Both systems will be independently upgraded during two weekends in October. Once the new servers are in place, and the active directory work has been completed, work will begin on constructing a new system, which will operate alongside the existing two systems. A number of design workshops have taken place to create the new Active Directory. This software registers and manages all users, devices, and systems to ensure that they are securely managed, and ensures that access to information and systems is correctly controlled). The work is progressing well to create a final design document. This will be sent to the auditors for their comment and additional 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 equipment has now been harmonised in Dorset to match all partners in the Networked Fire Control Project (NFCSP) and this is now operating as intended.

♦ **Software**

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

♦ **Information Management**

The information management policy for the new Service is currently being drafted. Work will begin on aligning the key information management procedures that need to be in place before 1 April 2016. ICT change management procedure has been drafted. Discussions have taken place with Prevention teams to ensure that appropriate data sharing agreements are in place for the new Service and secure email has been implemented in Wiltshire to ensure the secure exchange of data. The decision was made at JLT that Service-wide use of the cloud would not be progressed due to the high licence costs. JLT are currently determining the infrastructure software for the new Service to help progress to a single approach to document management. The new staff communications site is being developed to support access to policies and

procedures and the intention is to use this site from April 2016 as a single communications site for the new service. Following the adoption of the visual identity on 22 July, the external web design company has now started work on the specifics of the site build. This work has included the provision of detailed proposals. Meetings have been held with Departments to determine the content for the new site and Members are now involved in the workstream meetings. From 26 August, the existing Wiltshire website has been amended to carry an incident feed to reflect the move to the Service Control Centre. The existing Dorset and Wiltshire Control Twitter feeds have been combined to one new Service Control Centre account.

3.10   *Issue and risks*

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

4.   Financial

4.1   **Transformation Bid**

4.1.1   Work is continuing within the workstreams, and as progress is made further transformation savings will be identified and timings will be clarified. To date, for 2015/16 the transformation savings profile have been achieved through posts reductions and capital financing savings (£0.731m). In respect of transformation costs, work within the workstreams is progressing well, with spend to date (as at July 2015) minimal (£0.349m) as it is relatively early in the programme, with the majority of spend being against the Joint Command and Control Centre Project (JCCC) and Networked Fire Control Partnership Project (NFCSP) which went live on 1 July. As yet there is no variation to report against the original profile. Appendix B provides the summary details of the savings and costs profiles though to 2019/20, and progress to date re 2015/16

4.2   **Other One-off transformation costs**

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

4.3   **Savings**

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

4.4   **General**

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

4.6   **Issue and risks**

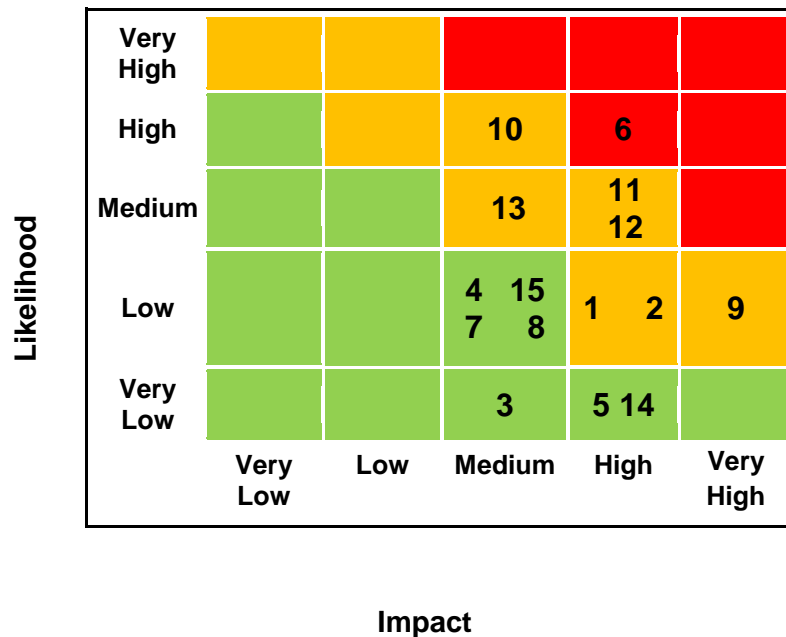4.6.1 There are no issues to report at this time.

5.   Programme Risks

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

- Risk 5: *Failure to realise the level of targeted savings for 2015/16*. Heads of finance have confirmed that identified savings for 2015/16 will be met, therefore, the likelihood of this risk being realised has been reduced.

- Risk 7: *Industrial action threatens delivery of programme objectives*. No strike action called in the past six months the likelihood and impact of this risk has reduced.

- Risk 8: *NFCSP misalignment with combination programme.* The successful progress of the Networked Fire Control Services Partnership (NFCSP) has allowed the likelihood to reduce potential conflicts with the programme.

- Risk 9: *Political direction for fire and rescue services changes and threatens the future direction of the combination during 2015/16*. The situation will continue to be monitored, with the likelihood that more will be known in December as part of the provisional grant settlement. However, at this time the likelihood of significant Government policy change affecting the delivery of 2015/16 objectives is thought to have reduced. A recent letter from the Fire Minister further reiterated DCLG support for the Combination.

- Risk 10: *Insufficient resources to deliver the combination programme and to maintain standards of performance in each Service*. Resource levels in some key areas including HR are currently stretched, the situation is closely monitored by JLT.

- Risk 14: *Delayed progression of strategic hub.* Officers worked closely with Members to identify and resolve previous issues with the progression of the Five Rivers location. The project is progressing well with the likelihood legal teams exchanging contracts early September.

- Risk 15: *Potential delays due to consultation and negotiation with Representative Bodies.* (new). As outlined in previous sections, a comprehensive schedule of meetings have been established with representative bodies. At this stage a key point of negotiation is around available options to achieve consistency in the 'flexible duty system' (worked by operational supervisory Officers in Dorset and Wiltshire) for the new Service. If we are to implement a system which is considered to be outside the terms of the 'Grey Book' then this requires agreement by the representative bodies. Discussions are progressing and we hope this can be resolved to the satisfaction of both sides.

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

Current risk rating:

Likelihood		Impact			
Very High			🟥	🟥	🟥
High			10	6	🟥
Medium			13	11 12	🟥
Low			4 15 7 8	1 2	9
Very Low			3	5 14	
	Very Low	Low	Medium	High	Very High

Impact

6.   Stakeholder Management

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

♦   CFO (Designate) has secured external communications support to help position the new Service with key partner. This consultant has validated our approach and programme for internal and external communications and engagement.

♦   Dates for these external political and senior management briefings are scheduled with Council Leaders and Members between November and January 2016.

♦   Work is progressing to produce a corporate video to support these external meetings - interviews to support the message of the video have been filmed with Professor Fenton, Public Health England and Oliver Letwin MP, and further interviews are scheduled in September including with Councillors Renard and Scott.

♦   CFO (Designate) monthly Members update was issued in August.

♦   Members have been provided access to the joint internal website. This will allow exempt papers to be made available on the site for Members only due to appropriate access controls now in place.

♦   Monthly staff update from the CFO (Designate) was issued in August.

♦   CFO podcasts are scheduled throughout the year and the fourth was filmed in mid-September.

♦   Preparation has started for the next round of middle management forums taking place on the 14 and 15 October.

♦ Key milestones have been identified for press engagement between now and April 2016.

♦ Discussions are being had to agree how the structure will be released to staff. Representative bodies are involved in this process.

♦ Official launch of the Service Control Centre took place on 8 September 2015.

♦ Over 70 workplace visits are now underway, running throughout September.

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 has been made. The programme remains on track with no significant issues affecting the strategic objectives for 2015/16.

Workstream 1 Report

Appendix A

General Information

Workstream 1 - Corporate Governance

Reporting Date	07/09/15

Summary of progress

Manager's Report	

Corporate Identity and Branding

The outcome of the staff survey question on the new visual identity was that staff had a clear preference for one of the options. The preferred option was approved by the Shadow Policy and Resources Committee on 22 July. It is being registered as a trade mark.
A quick reference guide has been produced and this has been circulated to allow staff to begin to use the new visual identity.

The staff survey also identified the work wear preferences of our staff. This information was taken to a Joint Leadership Team meeting and decisions have been taken on the branded work wear that is required for the new organisation. The two existing Services have signed contracts to become part of the South East Framework. New branded work wear, name badges and building signage have been ordered for the Joint Control Centre in readiness for the start date of 26 August. The remaining branded work wear requirements are being ordered now so that they are supplied in readiness for use from 1 April 2016.

The decisions that have been taken on the visual identity and work wear have been communicated to our staff. The new visual identity will soon be the subject of external communications.

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

Ceremonies and Awards

Initial meetings have taken place with key people in the two fire and rescue services to learn more about the differences and similarities in approach to ceremonies and awards.

The Work Stream Manager attended the two awards ceremonies in the summer of 2015.

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

The research phase is continuing. The new Ceremonies and Awards procedure is included in the Critical Policies and Procedures mandate work under work stream 1.

Annual Governance Statement and Statement of Assurance

This autumn, both Services will publish this year's documents for the two Authorities. Some alignment of approach has been made with regards to timing of the publications, the inclusion of strategic risk and their presentation. The two Authorities' statements of assurance will be taken to the October meeting of the Shadow Authority.

The work on a draft policy for the Annual Governance Statement and Statement of Assurance was the subject of a verbal update to the Workstream 1 meeting on 21 July and was approved in principle. The contents of that draft policy will be included in a Corporate Governance policy that will be taken to the Workstream 1 meeting on 15 September.

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

Clerking and Committee Services

As part of the functional review process, the clerking and committee services functions will be considered.

It has been determined that the monitoring officer from Dorset County Council will undertake the role of monitoring officer for the shadow and then the new authority. Further work is required in July to finalise the monitoring officer and treasurer arrangements under this mandate. Further work will be required in the lead up to September on the clerking and democratic services arrangements.

Member Induction, Development and Review

A paper on Member Induction, Development and Review was taken to the Workstream 1 meeting on 21 July. The content of the paper was approved in principle subject to there being a reduction in the number of member role profiles. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas.

The member role profiles are now being developed.

The content of a policy on Member Induction, Development and Review is being developed and will be fed into a Corporate Governance policy for approval by Workstream 1 and then the Shadow Authority.

Top Team Arrangements

The top team have now been selected and communications will follow in due course.

Initial Governance Arrangements

This mandate is called 'Initial Governance Arrangements' to reflect the fact that there will be a review of the constitution of the new Authority in 2018. It is accepted that the governance arrangements that are put in place for 1st April 2016 are just the initial arrangements.

The draft arrangements have been to Workstream 1 meetings for discussion and refinement. They will now be taken to the Shadow Policy and Resources Committee meetings in September and November.

Members' Handbook

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

Critical Policies and Procedures

The mandate manager completed a spread sheet of the key policies and procedures that need to be in place for the combination. A delivery plan for each policy area within each workstream was also produced. It has been made clear which areas will require communication, consultation or negotiation. To maintain a strong focus on the delivery of this work a paper and updated delivery plan are provided to JLT meetings.

The prioritisation methodology and work were audited by the South West Audit Partnership. The results of that audit were reported to the Shadow Policy and Resources Committee meeting in July. They concluded that '*sound and correct processes are in place to ensure that the deliverable date of 1 April 2016 is met'.*

Policy statements in thirteen key areas are to be developed in August and September. A paper setting out this approach is to be taken to the Workstream 1 meeting on 15 September. The proposed policies will each be taken to the Shadow Authority for approval. 04-08-2015

Status of Mandates	On Target

Workstream 1 Report

Risk Status	On Target

Issues

00007 - There are no issues to be raised at this time

Impact	
What has been done so far?	
Action Required	

Mandates

00001 - Top Team Transition

End Date	17/07/15
Status	On Target
Progress	**Top Team Arrangements** The top team has now been selected and communications will follow in due course.

00011 - Initial Governance Arrangements

End Date	05/11/15
Status	On Target
Progress	**Initial Governance Arrangements** This mandate is called 'Initial Governance Arrangements' to reflect the fact that there will be a review of the constitution of the new Authority in 2018. It is accepted that the governance arrangements that are put in place for 1st April 2016 are just the initial arrangements. The draft arrangements have been to Workstream 1 meetings for discussion and refinement. They will now be taken to the Shadow Policy and Resources Committee meetings in September and November.

00002 - Corporate Identify and Branding

End Date	30/06/16
Status	On Target
Progress	**Corporate Identity and Branding** The outcome of the staff survey question on the new visual identity was that staff had a clear preference for one of the options. The preferred option was approved by the Shadow Policy and Resources Committee on 22 July. It is being registered as a trade mark. A quick reference guide has been produced and this has been circulated to allow staff to begin to use the new visual identity. The staff survey also identified the work wear preferences of our staff. This information was taken to a Joint Leadership Team meeting and decisions have been taken on the branded work wear that is required for the new organisation. The two existing Services have signed contracts to become part of the South East Framework. New branded work wear, name badges and building signage have been ordered for the Joint Control Centre in readiness for the start date of 26 August. The remaining branded work wear requirements are being ordered now so that they are supplied in readiness for use from 1 April 2016. The decisions that have been taken on the visual identity and work wear have been communicated to our staff. The new visual identity will soon be the subject of external communications. An audit of all existing branding within the two fire and rescue services and the two authorities will need to be completed in September. This will enable us to ensure that all aspects of the change in

	branding are planned and managed carefully.

00003 - Ceremonial Awards and Events

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

00004 - AGS and Statement of Assurance

End Date	17/09/15
Status	On Target
Progress	**Annual Governance Statement and Statement of Assurance** This autumn, both Services will publish this year's documents for the two Authorities. Some alignment of approach has been made with regards to timing of the publications, the inclusion of strategic risk and their presentation. The two Authorities' statements of assurance will be taken to the October meeting of the Shadow Authority. The work on a draft policy for the Annual Governance Statement and Statement of Assurance was the subject of a verbal update to the Workstream 1 meeting on 21 July and was approved in principle. The contents of that draft policy will be included in a Corporate Governance policy that will be taken to the Workstream 1 meeting on 15 September. DCLG have indicated that in September 2016 an Annual Governance Statement and a Statement of Assurance will need to be published for the new Authority to cover the period April-September 2016.

00005 - Clerking and Committee Services Arrangements

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

00007 - Member's Handbook

End Date	07/09/15
Status	On Target
Progress	**Members' Handbook**

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

00008 - Member Induction, Development and Review

End Date	17/09/15
Status	On Target
Progress	**Member Induction, Development and Review** A paper on Member Induction, Development and Review was taken to the Workstream 1 meeting on 21 July. The content of the paper was approved in principle subject to there being a reduction in the number of member role profiles. Direction was given at that meeting that a large scale training programme was not required. Instead, training would be required in specific areas. The member role profiles are now being developed. The content of a policy on Member Induction, Development and Review is being developed and will be fed into a Corporate Governance policy for approval by Workstream 1 and then the Shadow Authority.

00012 - Overview of Policies and Procedures and Legal Compliance

End Date	30/04/16
Status	On Target
Progress	**Critical Policies and Procedures** The mandate manager completed a spread sheet of the key policies and procedures that need to be in place for the combination. A delivery plan for each policy area within each workstream was also produced. It has been made clear which areas will require communication, consultation or negotiation. To maintain a strong focus on the delivery of this work a paper and updated delivery plan are provided to JLT meetings. The prioritisation methodology and work were audited by the South West Audit Partnership. The results of that audit were reported to the Shadow Policy and Resources Committee meeting in July. They concluded that '*sound and correct processes are in place to ensure that the deliverable date of 1 April 2016 is met*'. Policy statements in thirteen key areas are to be developed in August and September. A paper setting out this approach is to be taken to the Workstream 1 meeting on 15 September. The proposed policies will each be taken to the Shadow Authority for approval. 04-08-2015

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	6
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. 04-08-2015

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. 04-08-2015

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. 04-08-2015

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. 04-08-2015

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

Effects	The functional reviews need to be completed and confirmation of positions provided so that key people can focus on the work required for 2016 Statement of Assurance and the Annual Governance Statement. 02-07-2015
Active	Yes
Risk Score	6
Mitigation	Situation being monitored. 02-07-2015
Date Raised	02/07/15
Progress on Actions	The risk has been reviewed and is continually being monitored.04-08-2015

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. 04-08-2015

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

Effects	Overload of key people required to be engaged in consultation and negotiation processes leading to potential failure to meet deadlines of December 2015 audit and April 2016 go-live.
Active	Yes
Risk Score	6
Mitigation	Planning taking place to stagger the work and to explain the programme of consultation and negotiation. Discussions taking place with new Head of HR and People to agree way forward re: communication with representative bodies. 04-08-2015
Date Raised	04/07/15
Progress on Actions	The risk has been reviewed. 04-08-2015

Costs

Budget Allocation (£000's)	£155,000
Revenue Expenditure (£000's)	£193,000
Capital Expenditure (£000's)	
Narrative	The re-branding will involve additional costs for the two services in order to provide the initial set of work wear, vehicle markings and station signage. The costs have been netted off and the reduced costs of buying work wear through a framework have been taken into account.

The costs of re-branding in 2015/16 are expected to be c. £180,400 assuming that vehicle signage is done in house. There will also be a need to write off up to £60,000 worth of stock. There will be approximately £12,500 of consultancy and graphic design costs. Therefore, the total cost of re-branding in 2015/16 will be c.£193,000 plus £60,000 of stock written off. However, when netting off the costs for 2016/17 and for the next 3 years and benefiting from buying items through the Framework, the net additional costs over the 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. 04-08-2015 |

Benefits

Cashable Benefits

BEN.49.01 - Top Team Transition

Cashable Savings?	
Status	On Target

Non Cashable Benefits

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

Status	

Workstream 2 Report

General Information

Workstream 2- Strategic and organisational development

Reporting Date	07/09/15

Summary of progress

Manager's Report	

Vision and Values Work

The overall Performance Framework was discussed by JLT on 12 August and an additional strategy away day is being planned for 22 September to help to define the direction of the Community Safety Plan and strategies. This framework aligns the creation of the strategies and allows for the development of the transformation plan over the next three years. It demonstrates how the plan will deliver the savings required and creates a process which will compare delivery against both the plan and the savings identified within the business case. Members attached to workstream 2 discussed the Framework at their meeting in July and an example members dashboard is being created for their next meeting in September.

Summary of outputs from Visioning Day have been analysed alongside outputs from middle manager days, existing DFRS and WFRS frameworks and those of partner agencies to develop outline proposals/options for Values statements and Behavioural framework. This is currently being shared more widely through structured interviews with a small number of managers and staff within the Services so that draft proposals can be developed in early September. These proposals can be further "tested" through a staff survey along the lines of the uniform and comms surveys completed/ongoing. First meeting of "Change Forum" took place and further bi-monthly sessions scheduled for the period leading up to combination and there is potential to use this group as a sounding board for values/behaviours work if required. Draft timeline/action plan has been developed and further detail will be added to this as expectations become clearer.

Finance

Capital investment requirements from the two existing Medium Term Finance Plan documents are being reviewed. A decision is required on progressing the replacement of aerial appliances and JLT are to receive a full cost/benefit analysis.

Work has continued on harmonising the insurance arrangements and it is not yet clear whether a full tender exercise will be required or whether it is possible to extend existing contract for a further year. Determination of this will impact on workload requirements and a timetable is being finalised.

The project work to create a single Agresso finance system has continued. The latest version of the software has now been uploaded onto the Wiltshire network and is being reviewed, with the intention that Dorset will get access as the networks are combined (expected to be mid-August). Systems training is scheduled for 20th August and Agresso consultants will be onsite shortly after to discuss gap analysis on system set up.

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

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

Performance Management

Work continues on the development of the performance management framework. The outline project plan to install Sycle 2 has been agreed and the first formal project meeting was held on 14 August with meetings every two weeks put in place. Regular meetings are being held between the mandate manager and sponsor and the supplier. Sycle 2 is installed in the Cloud and an upgrade

to both the Business Intelligence and Risk Pillars is being added in September. Work has started on creating the risk processes in Sycle.

An initial scoping of a comprehensive data management audit has been undertaken and issues of convergence identified. Detailed work on data can only begin when the integration into Sycle commences later in the Autumn. An initial series of meetings has identified a set of data which, with clarifications on its use and meaning, can be suggested for Fire and Rescue Authority use.

The Assurance process was discussed and agreed by JLT at their meeting on 12 August, with the outline corporate calendar to be ready for review by JLT at the end of August.

Work has progressed on the creation of a common approach to quality standards and a station audit process. A desk top audit of quality standards has been completed and the existing standards identified. A paper is being prepared for the workstream 2 Members Meeting on 16 September. A number of approaches for the station audit have been considered and a range of different approaches used by different fire services have been considered and an outline approach has been created and the views of Service Delivery have been sought. The approach will be considered by Members attached to Workstream 2 at their meeting on 16 September. 18-08-2015

Status of Mandates	On Target

Risk Status	On Target

Issues

00001 - Replacement of Aerial Appliances

Impact	The level of savings within the capital plan will not be achieved
What has been done so far?	Discussion has taken place in JLT and a supporting paper has been prepared for consideration
Action Required	A decision is required on progressing the replacement of aerial appliances given that £2.4m exists in the 2015/16 and 2016/17 capital programmes. A full cost benefit analysis is being prepared

Mandates

00001 - Vision

End Date	31/03/16
Status	On Target
Progress	The overall Performance Framework was discussed by JLT on 12 August and an additional strategy away day is being planned for 22 September to help to define the direction of the Community Safety Plan and strategies. 18-08-2015

00002 - Developing enabling strategies and approaches

End Date	31/03/16
Status	On Target
Progress	The overall Performance Framework was discussed by JLT on 12 August and an additional strategy away day is being planned for 22 September to help to define the direction of the strategies. This framework aligns the creation of the strategies and allows for the development of the transformation plan over the next three

	years. It demonstrates how the plan will deliver the savings required and creates a process which will compare delivery against both the plan and the savings identified within the business case. Members attached to workstream 2 discussed the Framework at their meeting in July and an example members dashboard is being created for their next meeting in September. 18-08-2015

00003 - Develop and introduce a performance management framework

End Date	01/09/17
Status	On Target
Progress	Regular meetings every two weeks are being held between the mandate manager and mandate sponsor. Work continues on the development of the performance management framework. The outline project plan to install Sycle 2 has been agreed and the first formal project meeting was held on 14 August with meetings every two weeks put in place. Regular meetings are being held between the mandate manager and sponsor and Camms. Sycle 2 is installed in the Cloud and an upgrade to both the Business Intelligence and Risk Pillars is being added in September. Work has started on creating the risk processes in Sycle. The Performance Framework was discussed by JLT on 12 August and an additional strategy away day is being planned for 22 September. Members attached to workstream 2 discussed the Framework at their meeting in July and an example members dashboard is being created for their next meeting in September

An initial scoping of a comprehensive data management audit has been undertaken and issues of convergence identified. The milestone has been split to provide more clarity on this issue. This milestone will now focus on the integration of data ready for 1 April 2016. Detailed work on data can only begin when the integration into Sycle commences. An initial series of meetings has identified a set of data which, with clarifications on its use and meaning, can be suggested for Fire and Rescue Authority use. Meetings with CFRMIS administrators have been held and mapping for this element of the intelligence hub is under way and will be finalised by end of August. An initial meeting to discuss integration of Firewatch data has been held and differences between data in Firewatch and Redkite have been identified. Work on integration will be dependent on the process for managing operational competence and the use of the operational licence which is being managed within Workstream 5. Work on the data integration issues between the data sources within the Assets Area will start in September.

The Assurance process was discussed and agreed by JLT at their meeting on 12 August, with the outline corporate calendar to be ready for review by JLT at the end of August. The Evaluation Framework has been renamed as the Review Framework and work in underway to develop a benefits analysis and prioritisation process which will inform the Transformation Plan

Sycle 2 is in the Cloud and work is underway on identifying the label changes that are needed. The first meeting of the project team was held on 14 August and meetings are scheduled for every two weeks. Responsibilities within the project team have been assigned and agreed and work is underway on the first pillar (Risk). The order of installation and creation has been agreed as Risk, Projects to be followed by KPIs and Actions as the organisational strategy becomes clearer. An initial example Members dashboard will be created for the Workstream 2 Members Meeting in September and the objective is to have dashboards available by 31 December so that Quarter 4 performance can be shadowed.

The draft risk processes have been worked up and are being installed in Sycle. It is intended that JLT approve these are the suggested risk appetite in September

Work continues on refining the draft Corporate Calendar following JLT consideration of the assurance and reporting approach at their meeting on 12 August. It is intended that the draft calendar is ready for review by end of August 18-08-2015 |

00004 - Harmonised insurance policy, procedures and contracts

End Date	29/02/16
Status	On Target

Progress	
	An initial meeting took place on 1 June 2015 with AON who act as insurance brokers for the two Service's currently. At the meeting we looked to scope out the delivery of the mandate work. We have a draft timetable of activity running from July 2015 through to March 2016. It is not yet clear whether a full tender exercise will be required or whether it is possible to extend existing contract for a further year. Determination of this will impact on workload requirements. The timetable will cater for either scenario 18-08-2015

00005 - Implementation of a single finance system and coding structure

End Date	31/03/16
Status	On Target
Progress	
	The latest version of the software (MS5) has now been uploaded onto the Wiltshire network and is being reviewed, with the intention that Dorset will get access as the networks are combined (expected to be mid-August). Systems training is scheduled for 20th August and Agresso consultants will be onsite shortly after to discuss gap analysis on system set up. 10-08-2015

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

End Date	29/01/16
Status	On Target
Progress	
	Work continues to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016. 10-08-2015

00007 - Review of future capital investment requirements

End Date	29/01/16
Status	On Target
Progress	
	Capital investment requirements from the two existing Medium Term Finance Plan documents are being reviewed. A decision is required on progressing the replacement of aerial appliances given that £2.4m exists in the 2015/16 and 2016/17 capital programmes. JLT were due to consider a report on this issue on 13 May and 22 July but the report has delayed pending a full cost/benefit analysis. 10-08-2015

00009 - Values and Behaviour Standards

End Date	31/03/16
Status	On Target
Progress	
	Summary of outputs from Visioning Day have been analysed alongside outputs from middle manager days, existing DFRS and WFRS frameworks and those of partner agencies to develop outline proposals/options for Values statements and Behavioural framework. This is currently being shared more widely through structured interviews with a small number of managers and staff within the Services so that draft proposals can be developed in early September.

These proposals can be further "tested" through a staff survey along the lines of the uniform and comms surveys completed/ongoing. First meeting of "Change Forum" took place and further bi-monthly sessions scheduled for the period leading up to combination and there is potential to use this group as a sounding board for values/behaviours work if required.

Draft timeline/action plan has been developed and further detail will be added to this as expectations become clearer. 18-08-2015 |

Workstream 2 Report

00010 - Performance and Quality Standards

End Date	31/12/15
Status	On Target
Progress	Work has progressed on this mandate in two streams. The first is looking at quality standards. A desk top audit has been completed and the existing standards identified. A paper is being prepared for the workstream 2 Members Meeting on 16 September. The second stream is looking at the creation of a station audit process. A number of approaches for a range of different fire services have been considered and an outline approach has been created and the views of Service Delivery have been sought. The approach will be considered by Members attached to Workstream 2 at their meeting on 16 September. 18-08-2015

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 18-08-2015

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

Effects	
Active	Yes
Risk Score	8
Mitigation	Pro-active management reporting of the progress of the overall workstream and individual mandates. Mandate and Workstream Reporting is under way. Regular meetings have been set up between Workstream sponsors Programme Lead to identify issues. Members are scrutinising the work completed within this workstream
Date Raised	04/07/15
Progress on Actions	This risk has been reviewed. All mandates are currently on target and are subject to regular review and scrutiny and no change to the risk scoring is required 18-08-2015

Costs

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

Workstream 2 Report

Benefits	
Cashable Benefits	
BEN.50.02 - Future capital Investment	
Cashable Savings?	
Status	On Target

Non Cashable Benefits	
BEN.50.03 - There are no non-cashable savings yet to report on	
Status	

Workstream 3 Report

General Information

Workstream 3 - Safety centre, strategic hub and joint control

Reporting Date	07/09/15

Summary of progress

Manager's Report	
	Joint Command and Control Centre (JCCC) and Networked Fire Control Services Partnership (NFCSP) **NFCSP** The Dorset go live and transfer of function into the Service Control Centre at Potterne was completed on the 26th August. The cut over of stations was completed within a two hour period where appliances were mobilised from a mixture of Poundbury and Potterne as the plan was implemented. On the day the Potterne control room was crewed with staff from both Wiltshire and Dorset to ensure a smooth transition. In mid-afternoon there was severe weather sweeping across Hampshire that created spate conditions that led to the SCC staff taking and dealing with incidents in Wiltshire, Dorset and Hampshire simultaneously. During this period CFO Darran Gunter was visiting the SCC whilst fully engaged in the partnership working the NFCSP had always envisaged. The Gartan interface is not currently available for the SCC. This is placing additional workloads onto SCC staff as they manually maintain the status changes of 50 stations on two separate Gartan systems. We are hopeful and will be addressed in the near future. Boss Client, a resource previously available to Dorset staff has yet to be delivered for the new Vision DS. This is requiring some alternate ways of working until this is rolled out in across the partnership. **Service Control Centre (SCC)** In the run up to cut over there has been a great deal of work completed by both HR departments and the project team to comply with TUPE and to ensure transferred staff (12) were able to access all buildings and ICT systems on their arrival for their first shift. Staff in the SCC have been issued with the new combined service uniform to promote the single control identity which has been well received. Tom Tom's for officers was transferred to the new Vision DS for Dorset officers with only the planned short loss of service. The rollout of Tom Tom's for incident notification, messaging and route guidance across Wiltshire's officers is planned to be completed by the end of September. The official opening of the SCC will take place on Tuesday 8th September. Members, press and others have been invited to attend the event in Potterne. **Strategic Hub** The content of the key legal documents - Heads of Terms, Agreement to Lease and Lease have now all been agreed and only the formal approval and signing remains to be done. The outstanding issues to do with Service requirements for parking etc. have been resolved and captured within the legal documents. The site is likely to be handed over to Wiltshire Council by their contractors in November and the additional works required by the Service i.e. minor alterations, IT development and furnishings etc. can be scheduled in. The target date for hand over to the DWFRA is either 01 February or 01 March 2016 subject to completion of the additional works and the Strategic Hub will be operational by 01 April 2016. **Safety Centre**

Workstream 3 Report

	Only one available site for development of the Safety Centre, which is the subject of an exempt report.

Status of Mandates	On Target

Risk Status	On Target

Issues

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

Impact	
What has been done so far?	
Action Required	

Mandates

00001 - Strategic Hub

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

00002 - The Safety Centre

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

00003 - JCCC and NFCSP (to go live)

End Date	20/07/15
Status	On Target
Progress	Wiltshire went live on the new NFCSP system on 1 July and the initial roll-out went smoothly, although there was a significant test of resilience on 3/4 July! On the Friday evening (3 July), a

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

Risks

00002 - Lack of capacity to deliver the workstream

Effects	Failure to deliver a number of the mandate milestones
Active	Yes
Risk Score	9
Mitigation	Regular reporting of progress and issues to JLT
Date Raised	02/04/15
Progress on Actions	The risk has been reviewed and there are no resource issues to be considered at this time 08-08-2015

Costs

Budget Allocation (£000's)	£2,208,200
Revenue Expenditure (£000's)	£271,408
Capital Expenditure (£000's)	
Narrative	There are no cost issues to be considered at this time

Benefits

Cashable Benefits

BEN.51.01 - JCCC

Cashable Savings?	
Status	On Target

Non Cashable Benefits

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

Status	

Workstream 4 Report

General Information

Workstream 4 - Service Delivery and Operational Assets

Reporting Date	07/09/15

Summary of progress

Manager's Report	
	Establish Strategic Priorities for Prevention, Protection and Response - ON TARGET Core functions have been revised against the emerging vision and these have been used to develop final structure and resourcing proposals. They will be used to set strategic priorities and performance/evaluation measures by 16-10-15. **A Revised Structure for Service Delivery (Prevention, Protection, Response, Assets) - ON TARGET** All structures have now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These were reviewed by the Joint Leadership Team in July, and a full review will be started by the Joint Leadership Team on 25 August. **Review Response Standards - ON TARGET** Existing standards, measures, targets and data have been reviewed and initial proposals have been considered by the Joint Leadership Team. Formal proposals were considered by the Policy and Resources Committee (PRC) on 22 July, and further information has been requested for the PRC meeting of 17 September. **Flexible Duty System (FDS) - EXPERIENCING OBSTACLES** Current arrangements have been reviewed and the scope of a single FDS rota system has been established. This is aligned to the concept of operations for NFCSP. It includes revisions to operational command levels and the number of officers needed on duty at any one time. Impacts on leave and work force planning have been reviewed. A discussion document was presented to representative bodies on 31 July and this has been circulated to all FDS officers. The deadline for response is 4 September. Further fortnightly meetings are now taking place with representative bodies (FBU and FOA) on an individual basis, at their request. We are also meeting with APFO on an ad hoc basis. FDS Management Solution - ON TARGET Interim arrangements will be established for combination, and these will be developed with a wider operational availability system after combination. 24-08-15

Status of Mandates	Experiencing Obstacles

Risk Status	Experiencing Obstacles

Issues

00001 - FDS Consultation and Negotiation

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

Workstream 4 Report

Mandates	

00001 - IRMP

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

00002 - Flexible Duty system

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

00003 - Assets Review

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

been revised against new requirements of Work Stream 2.

A Revised Structure - The structure has now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These were reviewed by the Joint Leadership Team (JLT) in July and revisions have been made for further JLT reviews of the overall structure and its dependencies, starting on 25 August.

24-08-15

Risks

00002 - Consultation and Negotiation of the FDS

Effects	Challenge to proposals and negotiations could have an adverse impact on milestones and delivery of a single FDS, which is planned for 30/09 for, go live on 01-04-2016.
Active	Yes
Risk Score	12
Mitigation	Ongoing consultations and negotiations are being delivered
Date Raised	07/07/15
Progress on Actions	A discussion document has been presented to representative bodies and consultation/negotiations are ongoing. 24-08-15

Costs

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

Benefits

Cashable Benefits

BEN.48.02 - Assets

Cashable Savings?	
Status	On Target

Non Cashable Benefits

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

Status	

Workstream 5 Report

General Information

Workstream 5 - People and organisational design

Reporting Date	07/09/15

Summary of progress

Manager's Report	
	Competence Framework Operational training delivery models for 2016/17 will largely remain as they were for 2015/16 as training programmes are already set and they need to be able to continue to support the needs of existing operational licences and maintenance of skills programmes. Work to develop a single approach with one competence recording system is planned to take place during 2016/17. As part of this work a new operational licence has been developed for the new service and an audit of competence levels is currently underway with plans to present this information to JLT in October. Work to align other courses is progressing well and plans are in place to move to one delivery model for casualty care training. Work during September will also focus on the development of draft enabling strategies and performance management arrangements. Learning and Development policy and procedure work has been prioritised with an overarching policy statement being developed for consideration by the JLT by mid-September. This policy statement will set out the principles that will underpin the delivery of operational training and wider Learning and Development direction to support the vision and priorities of the new service. There will also be the need to set out what the position will be on the 1 April 2016. **HR Framework** The HR Framework covers the policy prioritisation, procurement contract reviews, MIS migration plan, HR Strategies formulation, IIA and E&D work. It also provides a link into Workstream 1 for CFA items such as the Pay Policy, Pension Discretions etc. There are also some dependencies on the work on values in Workstream 2. The first draft of the TUPE consultation document has been completed and legal advice has been sought. An updated draft is in the process of being circulated to JLT for consideration and requires decisions to be made in relation to key transition issues such as reasonableness and work locations of staff. As part of the functional review process and in liaison with other workstream leads, a number of 'measures' have been identified and outlined in the consultation document so that these issues can be discussed with trade unions. Policy and procedure development for the workstream is on track and good progress is being made. The time lined delivery plan has been shared with all the trade unions who have been invited to share their views as to whether they agree with the procedure lead's interpretation as to whether the procedure requires communication, consultation or negotiation. Early indications are that they are in agreement with the author's interpretation. The Workstream 5 procedure lead is in the process of batching procedures, in accordance with completion timelines, so that they can be sent to the trade unions for discussion. Consultation meetings have been taking place with trade unions and are progressing well. The IIA process has been redefined and additional training sessions have been delivered. **Organisational Design and Staff Transition** The development of a draft Staff Transition process has been completed. Further meetings with our legal advisor Peter Doughty to discuss our transition approach and an independent HR consultant with experience in staff transition when merging organisations has also provided comment. A schedule comparing existing terms and conditions is being developed as part of the due

diligence process. We are also developing a schedule in relation to ensuring the correct personal information is collated (hours of work, substantive grades) to assist in the staff transition process.

We have received a number of expressions of interest in voluntary redundancy and early retirement which are being collated for consideration when the proposed structure is signed off and transitional arrangements are established.

Job descriptions have been completed for the corporate/non uniformed posts in the proposed structure. In accordance with timescales the job evaluation has been completed by South West Councils and an internal panel consisting of HR and Unison have completed a quality assurance process. As transition plans are confirmed there will be a need for further job descriptions to be developed and job evaluations undertaken. Pay modelling will commence on 8 September. South West Council recommended an independent pay modelling consultant to undertake this work. The consultant has relevant experience within the public sector and combinations and has also worked with the Scottish Fire Service and Norfolk and Suffolk Police.

JLT discussed the functional reviews on 25th August. Following these discussions further clarification work will be undertaken by workstream leads for discussions on 8th and10th September in readiness to sign off the fully costed organisational structure on 29 & 30 September. The organisational structure and consultation document will be consultation in mid-October.

03-09-2015

Status of Mandates	On Target

Risk Status	On Target

Issues	
00001 - RESOLVED - Lack of sufficient Technical HR capacity	
Impact	Failure to deliver the mandates being managed within this workstream
What has been done so far?	There has been recognition that more resources will be required to sustain the work as we move forward. The current provision within the agreed budget is for 3 extra posts. Two of the posts have been filed using a mixture of additional hours for some HR staff and through back fill and release into the programme.
Action Required	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

Workstream 5 Report

Mandates

00001 - Staff Transition

End Date	31/03/16
Status	On Target
Progress	The initial Transition Process Report was discussed at JLT in April. It was resubmitted to JLT on 13 May 2015. The transition process will;

- Entail communication, engagement and consultation with the trade unions, ensuring that appropriate and timely formal consultation occurs with employees and their representatives with the aim of making sure they are kept fully informed and employees and managers are supported through the process.
- Ensure a clear, consistent and fair approach to the transition process, including full consultation with stakeholders on 'reasonableness'.
- Promote compliance with relevant employment legislation.
- Ensure that all reasonable steps are taken to avoid compulsory redundancies.
- Ensure Inclusive Impact Assessments are initiated and the outputs are considered and the Assessments are updated throughout the transition process.
- Ensure an overview of best fit for the Service, to meet the business need.
- Once the functional reviews have been completed, along with the production of job descriptions/role maps, the organisational design and transition process can be finalised. The Corporate Staff briefings may indicate that there are a small number of staff who are not be interested in transferring to the new service and this will impact on the actual transition of staff from one structure to another. Other key issues that are included in the briefings will be:

- TUPE
- Consultation
- Transition process
- Timelines
- Terms and conditions

A meeting has already been held to   discuss the learning points from the JCCC process. This has informed the detail of this draft   transition process. Dates towards the end of June are being finalized for Corporate staff briefings, and these will follow management briefings earlier that month.

00002 - Organisational Design & Workforce Planning

End Date	31/03/16
Status	On Target
Progress	Job Description templates have been produced in draft for inclusion in Functional Reviews. The approach to functional reviews will be signed off on the 8 May by the programme team for further consideration by the JLT on the 13 May.

Current establishment levels and associated budgets have been compiled to ensure that all posts are captured within the functional reviews. The proposal is that all posts and departments will be subject to a functional review. Consideration needs to be given as to whether the structures that will form the basis of the MTFP need to be accompanied by the actual structures that will be in place on 1 April 2016 due to dependencies that will prevent them being fully implemented by Combination date . It is also proposed that strategy work and transitional requirements will need to be identified within the functional reviews so that the resources and decisions needed to move to the future structures are identified. This will also potentially identify temporary post requirements that could be filled by some staff who are not successful in securing roles in the new organisation's substantive structures.

Discussions are on-going regarding existing temporary contracts and their cessation dates to ensure consistency. There may be impacts on staff leaving as a result and this could impact on capacity to support the programme. This will be considered by JLT

Informal discussions with UNISON reps have taken place regarding job evaluation and pay

| | modeling. South West Councils will be undertaking this work on our behalf. |

00003 - HR Framework

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

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

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

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

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

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

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

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

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

00004 - Competency Framework

End Date	31/03/16
Status	On Target
Progress	The work to date has focused on establishing what the similarities and differences are in relation to the existing operational licenses in both services. This assessment will establish whether there are shared principles in terms of the courses that make up the operational licenses and whether frequencies for attendance are aligned and what can be achieved to provide assurance by 1st April 2016 given the fact that both services have in place training plans for 2015/16 that cannot be changed without dramatically impacting on existing competency frameworks. The initial work suggests that approaches to the operational license share very similar principles. A report will be completed by the 11th May to outline in detail what both approaches are currently, where they align, what the reporting and assurance process is for each currently and where alignment might be possible by April 2016.

The competency statements that are aligned to the operational license courses are also being |

compared as a foundation for further work that needs to be done when determining the requirements of a shared operational and wider organisational competence framework are developed as part of the strategy work.

There is at this time no plan to deliver a single software solution for recording competence during 2015/16. The ICT roadmap and software delivery plan will be developed to reflect the needs of the functional reviews and the dependencies they identify. Service delivery will provide the direction and influence required to ensure role maps and competencies are suitable to meet IRMP requirements across all duty systems as the strategy work progresses. This work will also need to take account of national drivers such as the Thomas review and any proposed changes to role maps and National Occupational Standards. It will also need to reflect the need to have in place sustainable duty systems in the medium term. Members of service delivery have been invited to meetings within this mandate area to ensure this alignment takes place at the appropriate time.

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

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

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

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

Risks

00001 - Insufficient technical HR capacity to deliver key workstream requirements

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

Costs

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

Workstream 5 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

Cashable Benefits

BEN.52.01 - Assets Functional Review

Cashable Savings?	
Status	On Target

BEN.52.03 - ICT Functional Review

Cashable Savings?	
Status	On Target

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

Cashable Savings?	
Status	On Target

Non Cashable Benefits

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

Status	On Target

Workstream 6 Report

General Information

Workstream 6 - ICT and information management

Reporting Date	03/09/15

Summary of progress

Manager's Report	**Infrastructure -** The work on creating the infrastructure for the new service is complex. A network integration audit has been completed and this has driven the prioritisation of the work. The specification has been delivered to improve the resilience of the server room and the procurement process has started with an expected date for the award of contract of 6 October 2015. Linking datalines are on order and site inspection has taken place. The required Internet lines have been ordered through Daisy, although new firewalls have yet to be ordered. Due to installation timelines these are not considered to be urgent. It was originally intended that the MPLS network would need to be joined, however it has been decided that joining of the MPLS network at this time is not the best way forward. As a consequence, the way forward has been determined as:
	• Implement a VPN across the current shared services network (Completed)
	• Use the high speed server room link once the installation has been completed
	• Incorporate the MPLS join up into the new contract, making it a requirement of that contract rather than an add-on at this time.
	This does not prevent the objective of allowing transparent communication across the new service sites. This has been achieved with the VPN installation and will be enhanced and provide sufficient bandwidth with the installation of the server room link. Work is continuing on developing a combined Voip approach and meetings with consultants have taken place and a phased approach has been developed to deliver minimal disruption. Both systems will be independently upgraded during two weekends in October. Once the new servers are in place, and the active directory work has been completed, work will begin on constructing a new system, which 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.
	Software - The Software Development Plan and roadmap for the next three years is being developed. Functional leads are completing work on identifying the costed software implications with the migration and new strategy requirements. Joint Leadership Tem (JLT) will be holding a strategy day on 22 September 2015 to provide a steer for functional leads in completing the draft strategies and to outline their requirements for the Community Safety Plan. Work will take place in the run up to the end of the financial year on refining the software development plan.
	Information Management - Information management policy statements for the new service are currently being drafted. Work will now begin on aligning the key information management procedures that need to be in place before 1 April 2016. ICT Change Management Procedure has been drafted. Discussions have taken place with Prevention teams to ensure that appropriate Data Sharing Agreements are in place for the new service and Egress secure email has been implemented in Wiltshire. The decision was made at JLT that service wide use of the cloud would not be progressed due to licence costs. However existing licences in place for the IBM Connections Cloud are being maintained, at no cost, to allow staff to share information prior to network integration. JLT have determined the infrastructure software for the new service and this is now enabling the progression to a single approach to document management. The new staff communications site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new service. Following the adoption of the visual identity on 22 July, the external web design company has now started work on the specifics of the site build. This work has included the provision of detailed wireframe proposals. Meetings have been held with Departments to determine the content for the new site. From 26 August, the existing Wiltshire website has been amended to carry an incident feed to reflect the move to the JCCC. The existing Dorset and Wiltshire Control Twitter feeds have been combined to one new JCCC account. 03-09-2015

Workstream 6 Report

Status of Mandates	On Target

Risk Status	On Target

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

Workstream 6 Report

Mandates

00001 - Website

End Date	31/03/16
Status	On Target
Progress	Following the adoption of the visual identity on 22 July, the external web design company has now started work on the specifics of the site build - this couldn't start until they had the confirmed corporate colours, font etc. This work has included the provision of detailed wireframe proposals. Meetings have been held with Prevention, Control, Education and Protection to determine the content those departments would like to see on the new site. Further departmental meetings are planned with other parts of the business. Agreement has been reached to upgrade the community mapping system currently used by Dorset, and discussions are taking place in August to determine how best to use this tool in the most effective way on the website. The new staff information site www.dwfirestaff.com is now live and being accessed by both staff and elected members. From 26 August, the existing Wiltshire website will be amended to carry an incident feed in the same way as currently happens on the Dorset site, to reflect the move to the JCCC. On the same day, the existing Dorset and Wiltshire Control Twitter feeds will be combined to one new JCCC account 26-08-2015

00002 - Information Management

End Date	31/03/16
Status	On Target
Progress	The decision was made at JLT that service wide use of the cloud would not be progressed due to licence costs. However existing licences in place for the IBM Connections Cloud are being maintained at no cost to allow staff to share information prior to network integration. JLT are determining the infrastructure software for the new Service on the 25 August. This will enable the progression of a single approach to document management. The new staff communications site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new Service. 26-08-2015

00003 - Information Assurance and Security

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

00008 - Roadmap for ICT Software and Hardware

Workstream 6 Report

End Date	31/03/16
Status	On Target
Progress	The Software Development Plan and roadmap for the next three years will be created for delivery from 1 April 2016 in accordance with the following timetable: 1. JLT will be considering the organisational structure on 25 August 2015 2. Following the sign off, functional leads will complete the strategy tab within each of the functional reviews. They have from 26 August 2015 to 16 October 2015 to complete this task. This tab contains sufficient information to create an outline software development plan and roadmap and will inform the following: (i) Software Development and Transformation Plan (ii) Hardware Plan (iii) Training and workforce Plan (iv) Assets Plan In order to develop Capital Investment Plan Revenue Plan 3.JLT will be holding a strategy day on 22 September 2015 to provide a steer for functional leads in completing the draft strategies and to outline their requirements for the Community Safety Plan 4. Workstream 2 Programme Lead will work up a 1st draft of the Community Safety Plan from 23 September 2015 to 27 October 2015 5. Directors and Workstream 2 Programme Lead will create draft strategies and outline transformation plan from 19 October 2015 to 6 November 2016. Transformation plan will be delivered to Head of ICT as soon as it available to inform the software development plan and hardware plan 7. Strategy Alignment will take place on 9 November 2015 and 10 November 2015. This will review the draft strategies and outline transformation plan and determine the key dependencies and linkages including the software and hardware requirements for new and emerging actions within the strategies 8. Community Safety Plan and Strategies and Transformation Plan to be refined between 11 November 2015 and 10 December 2015 9. Head of ICT to discuss software and hardware requirements with functional leads, agree timescales and identify areas of difficulty and create an outline software development plan between 11 November 2015 and 10 December 2015 10. JLT to discuss Draft Community Safety Plan, Draft strategies, outline transformation plan and outline software development plan and hardware implications on 17 December 2015 11. Head of ICT has between 18 December 2015 and 8 March 2016 to complete a final version of the Software Development Plan and associated hardware requirements 12. If required, actions within the strategies to be prioritised by 26 January 2016 13. Joint Members Seminar to discuss Community Safety Plan and strategies on 14 January 2016 14. Draft Community Safety Plan and strategies to be refined between 15 January 2016 and 26 January 2016 15. Shadow Authority to sign off Community Safety Plan on 12 February 2016 16. JLT to sign off on final version of the Software Development Plan and hardware requirements on 15 March 2016 17. New Authority adopts Community Safety Plan on 1 April 2016

00010 - Windows Active Directory

End Date	31/03/16
Status	On Target
Progress	A number of Design Workshops have taken place. Final Design Workshop will take place w/c 4th September and a final Design Document delivered. This will be sent to Audit for assurance. A build of the new AD will take place when the new servers have been commissioned and migration of users and systems will begin in January 26-08-2015

Workstream 6 Report

00011 - Integration of telephone (VOIP)

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

00013 - Server Room Resilience

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

00088 – Network integration

End Date	01/04/16
Status	On Target
Progress	Following on from meetings and discussions, it has been decided that joining of the MPLS network at this time is not the best way forward for the following reasons: • To date, Virgin Media have been unable to do the work prior to the go-live of the JCCC - to do this work after go-live presents risks to that live system. • There will be a cost of £250/site to merge the network • The current network contract enters an extension year in October 2015 and will be retendered and replaced by October 2016. The way forward has been determined as: • Implement a VPN across the current shared services network (Completed) • Use the high speed server room link once the installation has been completed • Incorporate the MPLS join up into the new contract, making it a requirement of that contract rather than an add-on at this time. This does not prevent the objective of allowing transparent communication across the new organisation's sites. This has been achieved with the VPN installation and will be enhanced and provide sufficient bandwidth with the installation of the server room link

Workstream 6 Report

00097 – Intranet and Document Management

End Date	01/04/16
Status	On Target
Progress	The decision was made at JLT that service wide use of the cloud would not be progressed due to licence costs. However existing licences in place for the IBM Connections Cloud are being maintained at no cost to allow staff to share information prior to network integration. JLT are determining the infrastructure software for the new Service on the 25 August. This will enable the progression of a single approach to document management. The new staff comms site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new Service.

000117 – Station End Equipment

End Date	01/04/16
Status	On Target
Progress	Although there have been a few issues that have caused delays (electrical installation problem on one station, some delivery defects of Multitone equipment that have been resolved), Station End installation is on track for final installation on 16th July, at which point final configuration testing will commence to ensure readiness for the move to JCCC on 26th August.

Risks

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

Effects	It is important that there ICT systems are harmonised before the creation of the new service to enable effective working from day 1
Active	Yes
Risk Score	12
Mitigation	Work commences from April 2015 on the harmonisation of the ICT systems and infrastructure. Development of the ICT Roadmap
Date Raised	10/03/15
Progress on Actions	The risk has been reviewed and there are no changes required 27-08-2015

00002 - Failure to harmonise Information Management arrangements

Effects	It is essential that Information management systems are harmonised from day 1 to provide the level of legal compliance required
Active	Yes

Workstream 6 Report

Risk Score	8
Mitigation	Involvement in the South West Regional Information Security Initiative, Creation of harmonised policies and procedures
Date Raised	10/03/15
Progress on Actions	The risk has been reviewed and there are no changes required 27-08-2015

Costs

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

Benefits

Cashable Benefits

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

Cashable Savings?	
Status	On Target

Non Cashable Benefits

BEN.53.02 - Supporting new ways of working

Status	On Target

Financial Report (to July 2015)

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

	Workstream Programme	Spend to Date	Budget Remaining 2015/16	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	TOTAL Budget
						Cost Profile			
		£	£	£	£	£	£	£	£
	Programme	3,645	68,255	71,900	11,800	0	0	0	83,700
1	Corporate Governance	9,756	145,244	155,000	50,000	0	0	0	205,000
2	Strategic and Organisational Development	6,877	87,123	94,000	85,600	50,600	10,600	10,600	251,400
3	Safety Centre, Strategic Hub and Joint Control	310,028	1,898,172	2,208,200	3,277,550	50,000	50,000	25,000	5,610,750
4	Service Delivery and Operational Assets	0	10,000	10,000	0	0	0	0	10,000
5	People and Organisational Design	1,251	330,750	332,000	426,000	0	0	0	758,000
6	ICT and Information Management	17,872	1,279,428	1,297,300	417,400	200,000	0	0	1,914,700
		349,428	3,818,972	4,168,400	4,268,350	300,600	60,600	35,600	8,833,550

Funding by:

	Spend to Date	Budget Remaining 2015/16	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	TOTAL Budget
- Transformation grant & matched funding	52,194	2,953,207	3,005,400	3,502,350	10,600	10,600	10,600	6,539,550
- Available transformation reserves	297,235	865,765	1,163,000	766,000	290,000	50,000	25,000	2,294,000
	349,428	3,818,972	4,168,400	4,268,350	300,600	60,600	35,600	8,833,550

Appendix C

Future Work Programme for Shadow Board

2015

Shadow Authority Meeting & Joint Member seminar 23 October (Milford Hall Hotel, Salisbury)	**Shadow Authority Meeting** 10am-12pm • Discussion of approach to Member induction, development and reviews • Nominations to Shadow Committees • Sign off for initial governance programme • KPMG combination programme audit report • Note external audit reports for DFA and W&S CFA • Note Statement of Assurances of DFA and W&S CFA **Joint Members seminar** 12-2pm • Discuss progress of combination programme and emerging governance framework
Shadow Policy and Resources Committee 5 November 10am-1pm (City Hall, Salisbury)	• Discuss programme monitoring • Adoption of strategic framework for initial governance • Adoption of scheme of Members Allowances aligned to initial governance framework • Discuss draft proposed budget principles • Note final audit letters for DFA and W&S CFA • Review the Awards and Recognition Policy • Adoption of key policies

2016

Event	Outline agenda
Shadow Policy and Resources Committee & Joint Member seminar 14 January 2016 (Racecourse, Netherhampton, Salisbury, Wiltshire SP2 8PN)	**Shadow Policy and Resources Committee** 10am-12pm • Discuss programme monitoring • Discuss readiness for 1 April 2016 • Discuss pensions discretions • Discuss insurance policy and arrangements • Discuss treasury management strategy • Adoption of internal audit arrangements • Update on Opening Ceremony • Discuss proposed budget forecasts and medium term finance plan • Adoption of clerking arrangements • Draft community safety plan • Adoption of key policies **Joint Members seminar** 12-2pm • Discuss progress of combination programme, proposed Community Safety Plan and supporting arrangements; budget and medium term finance plan
Shadow Authority 12 February 2016 10am-1pm (Racecourse, Netherhampton, Salisbury, Wiltshire SP2 8PN)	• Adoption of proposed Community Safety Plan • Adoption of final proposed budget, fire-precept and medium term finance plan • Adoption of scheme of delegation to officers • Adoption of corporate risk register for new Authority • Adoption of pay policy • Adoption of pensions discretions • Adoption of awards and recognition policy • Approval of internal audit strategy and plan • Adoption of insurance policy and arrangements • Adoption of treasury management strategy

Shadow Policy and Resources Committee 23 March 2016 10am-1pm Venue to be confirmed (dependent on occupation of strategic hub)	• Discuss programme monitoring • Discuss readiness for 1 April 2016
Dorset and Wiltshire CFA 1 April 2016 10am-1pm (Venue to be confirmed (dependent on occupation of strategic hub)	• New Authority adopt all necessary corporate plans, strategies, policies and governance arrangements developed by Shadow Board