

Item 5

Towards a Dorset & Wiltshire Fire & Rescue Authority

MEETING	Shadow Policy and Resources
DATE OF MEETING	22 July 2015
SUBJECT OF THE REPORT	Combination Progress Report (June)
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 4 June. Overall progress is on track and there are no significant concerns to be raised 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.
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 (June 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 4 June 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	Comments
1.	<i>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</i>		The inaugural meeting of the shadow Authority was held on 23 June. An additional meeting of the shadow Authority has now been planned for 23 October followed by an all Member seminar. Wider engagement is being supported by communications programme, tailored seminars and through wider political engagement through Members on the P&R Committee.
2.	<i>Strong managerial leadership and direction</i>		The Joint Appointments Committee has now appointed the CFO (Designate) to lead the new Service from 1 April 2016. Close working relations between the two CFOs and senior management will continue. The Joint Leadership Team continues to meet on a fortnightly basis with a structured agenda to drive the combination. The Joint Appointments Committee has agreed the statutory officers and currently selecting the remaining top team members.
3.	<i>Sound programme management with clear strategic, tactical and administrative co-ordination</i>		The Joint Committee endorsed the programme management arrangements at its meeting in March. Auditors have reviewed the programme arrangements and are satisfied with the arrangements in place. The key findings will be presented to the Committee by David Hill, Director of the South West Audit Partnership on behalf of the internal auditors for both Services.

4.	<i>Ensuring that strategic leads have the capacity and resources to meet the expectations and deadlines set out within the combination programme</i>		Strategic leads have identified the required capacity and resources. In addition, in some areas both Services are working through joint officers to maintain vacancies or to backfill key officers. Whilst officers are keen to deliver the programme within existing resources, additional capacity and specialist advice will be necessary and have been released. Much of this can and is being funded through the DCLG transformational grant award.
5.	<i>A clear focus on the benefits and management of the threats and risks to achieving them</i>		The programme has appropriate risk management arrangements being in place. Risks and benefits at programme, workstream and mandate levels have been identified and a mechanism is in place to track; report and escalate issues and risks as appropriate. This was endorsed by the Joint Committee at its March meeting. Again internal auditors have indicated that they believe the established arrangements soundly support the programme governance.
6.	Robust stakeholder engagement that is proactively monitored and managed		A stakeholder engagement plan has been agreed by the Joint Committee at its March meeting. Progress is being reported through this report. An external communications consultant is being secured following concerns about the lack of a clear approach to positioning the new Service in the autumn.
7.	Close monitoring and cost control of the transition		Financial monitoring and cost control arrangements are being reported as programmed.
8.	Co-ordination of existing financial, contractual and risk management arrangements to support the transition to a new CFA		A detailed joint contracts register has been formulated and will be monitored by the Joint Leadership Team from May on a quarterly basis. This will ensure that future procurement opportunities are maximised and that contract novation or harmonisation can be efficiently managed to support the transition to a new CFA.
9.	Close monitoring and management of existing standards and KPIs		Both Services and Authorities continue to monitor and manage their performance using their existing standards and key performance indicators.

- 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 Joint Committee/Shadow Executive will receive a progress report at each of its meeting. This will provide 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

- ◆ **Clerking and Committee Arrangements** - The clerking and committee services functions will be considered as part of the functional review process. It has been determined that the monitoring officer from Dorset County Council will undertake the role of monitoring officer for the shadow and then the new Authority. Further work is required in July to finalise the monitoring officer and treasurer arrangements under this mandate. Further work will be required in the lead up to September on the clerking and democratic services arrangements.
- ◆ **Members' Handbook** - The various sections of the new Members' Handbook have now been produced and were approved at the first meeting of the Shadow Authority on 23 June. Further work will now take place to ensure that all key areas have been covered and to enable the new Members' Handbook document to be produced.
- ◆ **Member Induction, Development and Review** - This piece of work is being managed by CFO Gunter. Initial work has been undertaken to pull together an approach to putting in place these arrangements. A paper is being developed that will be taken to the Workstream 1 working group meeting in September. Research has been carried out to learn more about what others are doing elsewhere on Member development and Member scrutiny. A list of role profiles for Members is being developed.
- ◆ **Initial Governance Arrangements** - At the Workstream 1 members' sub-group meeting on 23 April, it was decided that this mandate will be known as 'Initial Governance Arrangements'. It is accepted that the governance arrangements that are put in place for 1 April 2016 are just the initial arrangements. The initial governance arrangements were discussed at the first Shadow Authority meeting in June. Further work will be needed to finalise the arrangements. CFO Gunter will continue to develop these arrangements over the coming months.
- ◆ **Top Team Arrangements** - This is being managed by CFO Gunter and the work is progressing well with all arrangements due to be completed by August 2015.
- ◆ **Approach to Annual Governance Statement (AGS) and Statement of Assurance (SofA)** - There is an expectation that some alignment of approach will be made for this autumn when we publish this year's documents for our two Authorities. However, most of the work will need to be done for the new Authority to set down the new approach in readiness for the publication of next year's documents. At the Workstream 1 members' meeting in April, direction was given that the work needs to be informed by the expectations of auditors and also DCLG. This is currently being discussed with them. The new policies need to be submitted for approval at the meeting of the Shadow Policy and Resources Committee on 17 September. The work for this mandate is coming to the end of the research phase, with consideration given to documents published by other comparable Authorities, direction from DCLG and advice from both internal and external auditors.

- ◆ **Critical Policies and Procedures and Legal Compliance** - A comprehensive spreadsheet of the key policies and procedures that need to be in place for the combination has been completed. A paper was submitted to JLT on 3 June which provided an update on the legal compliance and procedure prioritisation programme. It outlined the proposed policy and procedure delivery plan for this calendar year. This proposal was approved and a delivery plan has been produced covering each policy area within each work stream. A further paper and an overall delivery timetable will be presented to JLT on 8 July and then regular progress reports will be submitted monthly for review. The prioritisation methodology and work is currently being audited by David Hill of the South West Audit Partnership. A report on his findings will be considered by the Shadow P&R Committee on 22 July. Policy statements will be developed by the end of August 2015. They will be written with reference to the new organisation's developing vision.
- ◆ **Ceremonial Awards and Events** - Initial meetings have taken place with key people in the two fire and rescue services to learn more about the differences and similarities in approach to ceremonies and awards. The 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.
- ◆ **Corporate Identity and Branding** - Much work has been done with the graphic designers to enable a set of visual identity options to be put out to staff through an electronic survey starting on 1 July. The survey will run for two weeks. It will also cover certain questions on workwear. A paper is to be produced for the Shadow Policy and Resources Committee meeting on 22 July. At that meeting, Members will be asked to make a decision on the visual identity that is to be used by the new Service and the new organisation. They will be given the results of the staff survey to assist them in their decision-making. A concepts document has been produced that demonstrates how the visual identity designs have evolved into the final set of options. The Workstream 1 members' sub group has given direction that the costs of new corporate identity are to be kept down. Also, the cost avoidance from not re-branding in certain areas is to be recorded by the project team. The expected costs of re-branding have been compiled and were put before the Joint Leadership Team in June.

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

3.3.2 Issue and risks

No significant issues or risks at this stage.

3.4 Workstream 2: Strategic and Organisational Development

3.4.1 Progress

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

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

- ◆ **Finance** - Capital investment requirements from the two existing Medium Term Finance Plan documents are being reviewed. An initial meeting took place on 1 June 2015 with AON who act as insurance brokers for the two Services currently which scoped out the delivery of the work on the insurance mandate. A draft timetable of activity running from July 2015 through to March 2016 is in place, but it is not yet clear whether a full tender exercise will be required or whether it is possible to extend existing contract for a further year. Determination of this will impact on workload requirements but the timetable will cater for either scenario. Initial meetings have been held with Unit 4 to agree a way forward on the creation of a single financial system and the Project Manager appointed is planning a series of design workshops to kick off the project. Due to the delay in getting the Project Manager post in place, a combined network and Agresso consultant availability, the programme timetable has been reviewed.
- ◆ **Performance Management** - Regular meetings are being held every two weeks between the mandate manager and mandate sponsor. The Service Level Agreement has been signed to extend the licence for Cycle and the outline project plan to install Cycle 2 has been agreed and is awaiting confirmation on the date of installation into the Cloud. The Mandate Sponsor has received a briefing on Cycle 2 and further meetings are being planned. Work continues on the development of the performance management framework which will be considered by JLT in July. An additional mandate

covering Performance and Quality standards has been has been scoped and signed off by Members attached to Workstream 2. This mandate creates a single criteria to determine whether the service should adopt any accredited quality standard and also determines the expectations required of performance on station. Project Team has been formed and the first meeting is being held in early July.

3.4.2 Issue and risks

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

3.5 **Workstream 3: Safety Centre, Strategic Hub and Joint Command and Control**

3.5.1 Progress

- ◆ **Joint Command and Control Centre (JCCC) and Networked Fire Control Services Partnership (NFCSP)** - Wiltshire went live on the new NFCSP system on 1 July and the initial roll-out went smoothly, although there was a significant test of resilience on 3/4 July. On the Friday evening (3 July), a burst pipe led to the Hampshire server room being flooded. The decision was made to evacuate Hampshire Control staff to Potterne and, on arrival, they were able to log in and work as normal. On the same evening, the bad weather led to power supply issues at Potterne, but the resilience arrangements worked as planned and there was no effect to Control room operations. This was a good thing as, at the same time, the storms were lashing Poole and Bournemouth in particular, and the Control room in Dorchester went into spate conditions. During this period, Wiltshire Control operators dealt with over 50 overflow calls until things had calmed sufficiently for Dorchester to take all calls again. Hampshire staff continued to work out of Potterne until Saturday evening, with the last operators leaving for Eastleigh just before 2100 hours. While we would not necessarily have chosen to test the new partnership arrangements as thoroughly and as quickly, the hard work of all affected staff meant that we maintained resilience and continued to respond to our local communities as they would expect. The Joint Command and Control Centre in Potterne will open on 26 August and start taking calls for both Wiltshire and Dorset. The final piece of the NFCSP jigsaw will then slot into place in late September when Devon & Somerset 'go live'.
- ◆ **Strategic Hub** - The Joint Committee considered a number of options for the Strategic Hub at its June meeting 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 1 April 2016. A further project element has now been incorporated into the Workstream to include a formal opening ceremony and communications are taking place to secure an appropriate guest of honour.

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

3.5.2 Issue and risks

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

3.6 Workstream 4: Service Delivery and Operational Assets

3.6.1 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 for inclusion in the Community Safety Plan and supporting strategies.
- ◆ **A Revised Structure for Service Delivery (Prevention, Protection and Response and Operational Assets)** - All structures have now been revised and aligned to the emerging vision. Resource requirements and revenue budgets have also been set. These will be reviewed by the Joint Leadership Team in the first two weeks of July, and a full review of the overall structure and its dependencies will be considered by mid-August. A further review is then required for operational service delivery, considering the links to Performance and Scrutiny Committees and the dependencies emerging from functional reviews, such as business partnering arrangements.
- ◆ **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 will now be circulated for consideration at the Policy and Resources Committee on 22 July.
- ◆ **Flexible Duty System (FDS)** - Current arrangements have been reviewed and consultation started on 18 May following agreement of a Joint Industrial Relations Protocol. The meeting on 16 July 2015 had to be slipped as formal proposals were not ready at this time. Detailed proposals will now be presented to representative bodies by the end of July for the purpose of ongoing consultation and, where appropriate, negotiation. There is a risk that resistance to proposals could impact the milestones of this project.

3.6.2 Issue and risks

There are no significant issues or 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 and issue has been raised.

3.7 Workstream 5: People and Organisational Design

3.7.1 Progress

- ◆ **Competence framework for operational staff** - The work to date has focused on establishing shared principles that make up the operational licence. Following a number of productive meetings, agreement has been reached on what the future content should be and the course durations and preferred delivery models in each core area. The details have been agreed with Service Delivery and impacts on RDS staff have been considered throughout the process. The work to complete the functional review is progressing well and the metrics associated with the analysis of what training will be required in the new service to support the delivery of the volume of training for the operational licence has been translated into trainer delivery hours and subsequently into a draft structure.

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

There is no plan to deliver a single software solution for recording competence during 2015/16. The ICT roadmap and software delivery plan will be developed following the functional reviews as ICT requirements are being assessed and prioritised through the functional review templates. Service delivery will continue to provide the direction and influence required to ensure role maps and competencies are suitable to meet IRMP requirements across all duty systems as the strategy work develops over the next few months. This work will also need to take into account national drivers such as the Adrian Thomas review and any proposed changes to role maps and National Occupational Standards that arise from current discussions within the NJC. It will also need to reflect the need to have in place sustainable duty systems in the medium term. In anticipation of this work the functional reviews are also considering the requirements for transitional projects to deliver key elements of work that will be required to enable proposed structures to be realised. In this mandate area this will primarily involve determining the resources required to deliver a single competency recording system. When this work is commissioned it will be necessary to re-evaluate existing competency statements against the Fire Professional Framework and the qualifications framework that is delivered by Skills for Fire. This work will also need to be aligned to the opportunities available from the NFCSP to ensure that capacity can be maximised and best alignment can be achieved to assure collective working and firefighter safety when working across county boundaries.

- ◆ **HR Framework** - The HR Framework covers the policy prioritisation, procurement contract reviews, management information system migration plan, HR strategies formulation and impact assessments. It also provides a link into Workstream 1 for such

as the Pay Policy, Pension Discretions, etc. From the policy work will come the terms and conditions of new employees. The TUPE consultation document will be a collaboration between the HR Framework mandate and the other HR mandates, as this document will need to cover all staff - retained, wholetime, control and corporate staff, and it needs to take into account work done in the other workstreams, eg FDS discussions, etc, so that we do not miss any measures being discussed/considered.

Policy and procedure prioritisation and the creation of a fully resourced and time lined delivery plan is progressing well in line with combination programme requirements. TUPE training sessions have been held for managers across both services and they have been well received. A consultation document is being developed and a briefing note was provided to the JLT on the 24th of June.

Consultation meetings have been arranged with trade unions and staff briefings have been programmed to take place in early July.

- ◆ **Organisational Design and Workforce Planning** - Job Description and Job Factor templates have been agreed and distributed as part of Functional Reviews along with supporting guidance for managers. Additional HR support for completion of these aspects is now in place to support Department Heads and Managers who are involved in completing functional reviews. Functional reviews are progressing well overall and dates have been set where managers will need to present their initial review of departmental functions and outline structures to the JLT. Dates have been set for JLT to sign off the final organisational structure in late September.

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

- ◆ **Staff Transition** - A staff transition process is being developed which will include a clear time line of activity and milestones. Guidance and advice has been sought from an HR professional with a wealth of experience in TUPE transfers and mergers to ensure that the process is compliant, efficient and effective. A Wholetime Duty System transfer register will also be established seeking expressions of interest from WDS firefighters who would like a transfer between stations in the new Service. These will need to be considered in line with WDS recruitment activities. We are also sending out an email seeking expressions of interest for voluntary redundancy, early retirement and flexible retirement which will be considered as part of the transition process. The overarching aim is to ensure that minimal disruption and distress is caused to staff and that the new organisation ends up with the right people with the right skills to be able to operate effectively as the new service emerges and moves forward.

3.7.2 Issue and risks

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

3.8 Workstream 6: ICT and Information Management

3.8.1 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. ICT auditors from the South West Audit Partnership have reviewed the general approach and a technical audit for the network migration. Some low level issues factored into the respective project plans. A technical workshop has been held to review the active directory (ie network management). A further one is planned shortly. Station end equipment is being harmonised in Dorset to match all partners in the Networked Fire Control Project (NFCSP). Although we have had a short delay of two weeks due to the late arrival of technical equipment, the project is currently on track to be completed by the end of July. A letter of agreement between the two Services has been approved to allow Dorset's ICT manager to act as the technical lead for both Services prioritising work to support the NFCSP, Joint Command and Control Project, Combination and on-going technical delivery.
- ◆ **Software** - We are taking a very measured view towards our ambition for 2015/16. We are intending to harmonise our financial management system with Dorset moving across to Wiltshire's systems. Meetings have taken place with the software company with the project on track (see Workstream 2 report). We will also introduce a single performance management system which will be the roll out of an upgraded Dorset's system. This project is being led by CFO Routh-Jones and we are also planning during 2015/16 to adopt a single system for managing our flexi-officer rota system. Software systems are currently being evaluated as part of the functional reviews in order to develop a three year migration plan.
- ◆ **Information Management** - Backfill arrangements are now in place to release the programme co-ordinator and allow for a single lead for information management across both Services. This arrangement is working well with legal oversight is still being provided by senior officers. An action plan has been formulated with clear timelines to ensure that we have a single policy and procedural approach to such areas as Freedom of Information, Data Protection and RIPA. We have agreed to temporarily suspend our connections to the public services network (PSN) to allow a more efficient network migration. Mitigation measures have put in place that allows confidential data to continue to be shared with our partners. An intranet is being developed to support staff during the transition which went live in late June. This site has been well received. Members will soon be sent links to the site including a separate web page specifically for Members. An external company is currently being engaged to help develop a new website for the new Service with a technical specification currently being financially reviewed.

3.9 *Issue and risks*

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

4. Financial

4.1 **Transformation Bid**

4.1.1 Work is continuing within the workstreams, and as progress is made further transformation savings will be identified and timings will be clarified. To date, for 2015/16 the transformation savings profile have been achieved through posts reductions and capital financing savings (£0.731m). In respect of transformation costs, work within the workstreams is progressing well, with spend to date has been minimal (£0.296m) 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 All risks at present remain stable with the exception of:

5.1.1 Risk 6, with evidence of key staff leaving or being significantly unsettled due to the uncertainty of role and location this risk has been increased. Mitigation for this risk is being

considered within the communication and engagement activities and with ongoing monitoring of the situation.

- 5.1.2 Risk 8, the successful progress of the Networked Fire Control Services Partnership (NFCSP) has allowed the likelihood to reduce potential conflicts with the programme. Confirmation has been received that Wiltshire Control are on target for a join date of 1 July with Dorset Control joining Wiltshire on 26 August.
- 5.1.3 Workstream 2 identified an additional risk (Risk 13) for consideration and management relating to the current arrangements for external stakeholder communication and public relations. The external specialist commissioned to provide support to the programme was unsuccessful and therefore alternative arrangements are being reviewed. At present, JLT continues to manage the stakeholder engagement plan and an external communication advisor is being secured by the CFO (Designate) to further support this plan.
- 5.2 Clearly these are early days, however, the risks associated with delivery the programme objectives for 2015/16 set out in the agreed governance report have not significantly varied since the previous Joint Committee held on 4 June.

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		↑

Current risk rating:

Likelihood	Very High					
	High				6	
	Medium			7 10 13	11 12	
	Low		9	3 4 8	1 2 5	
	Very Low					
		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 CFO (Designate) is currently securing external support to help position the new Service with key partners beginning in the autumn. The work undertaken since the last meeting includes:

- ◆ CFO (Designate) monthly Members update issued in June.
- ◆ Monthly staff up date from CFO (Designate).
- ◆ All-Members seminar of the new combined Fire Authority on 23 June.
- ◆ A combination change agents network is being established.
- ◆ Middle management forums held on 15 and 22 June with over 200 attendees and more scheduled in October and January.
- ◆ Workplace visits have been arranged for September.
- ◆ HR briefings for staff held in various locations across Wiltshire and Dorset.
- ◆ Preparations commenced to produce a corporate video to support external meetings in the Autumn.
- ◆ Staff survey running on branding update issued to all staff 12 June and 8 July.
- ◆ CFO podcasts scheduled throughout the year and the second was issued at the beginning of July.

- ◆ Letters issued to stakeholder consultation lists, including partners, businesses and leaders in military, police, ambulance and environment agency.
- ◆ Launched the joint internal website for staff to access on-line information about combination - further testing happening to ensure a restricted Members area before roll out to Members.

7. Work Programme

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

8. Conclusions and Next Steps

- 8.1 Good progress has been made in the first quarter of 2015/16. The programme remains on track with no significant issues affecting the strategic objectives for 2015/16.