



**DORSET**  
Fire & Rescue  
Service



**WILTSHIRE**  
Fire & Rescue  
Service

*Working together to make our communities safer*

**MINUTES OF THE  
5<sup>th</sup> Shadow Policy and Resources Committee  
of  
WILTSHIRE & SWINDON and DORSET FIRE AUTHORITIES  
22 July 2015 at Salisbury City Hall**

Members Present: Mr Chris Devine, Mr Spencer Flower, Mrs Mollie Groom , Mr Bob Jones, Mrs Rebecca Knox, Mr Graham Payne, Mr Garry Perkins, Mr Christopher Rochester, Mrs Ann Stribley, Mrs Bridget Wayman, Mr Mike Byatt.

Officers also in Attendance: CFO Darran Gunter (Designate), CFO Simon Routh-Jones, DCFO John Aldridge, Mr Phil Chow, Mr Derek James, Mr Jonathan Mair, Mr Stephen Taylor, Mrs Jill McCrae, Mrs Vikki Shearing, Ms Jenny Long.

David Hill, Director, South West Audit Partnership

Apologies: Trevor Jones

**1. Welcome**

- 1.1 The Chairman, Mr Chris Devine opened the meeting and welcomed Members and the public in attendance.

**2. Apologies**

- 2.1 Apologies were received from Mr Trevor Jones.

**3. Declaration of Interest and Notification of Any Other Business**

- 3.1 There were no declarations or notifications.

**4. Minutes of 4<sup>th</sup> Joint Committee Meeting and Matters Arising**

- 4.1 The minutes of the 4th Joint Committee Meeting held on 4 June 2015 were approved. All matters arising had been actioned
- 4.2 Mrs Mollie Groom requested that the risk scoring matrix for the combination programme risk register was confirmed to Members due to the programme using a 5x5 matrix, whilst Wiltshire FRS uses a 4x4 matrix.

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- 4.3 DCFO John Aldridge explained differences in risk matrix between the two services, suggesting that Members go by the colours rather than rating.

### **5. Combination Programme Progress Report**

- 5.1 Mr Derek James took Members through the first part of the progress report, providing assurance to Members that the programme is progressing well and on target in terms of securing the necessary success factors.

#### **5.2 Workstream 1**

- 5.2.1 CFO Darran Gunter reported good progress within the workstream, noting that the Clerking arrangements would be brought to the Shadow Policy and Resources meeting on 5 November 2015.
- 5.2.2 It was confirmed that the terms of reference for the committees would be brought to the Shadow Authority meeting on the 23 October 2015, where nominations will be made to key committees.
- 5.2.3 Members were advised that advice from DLCCG and Auditors had been received regarding the requirement for an Annual Governance Statement and Statement of Assurance for the new Service in 2016, and that this will be discussed further with Members at their meeting on the 23 October 2015.
- 5.2.4 The Corporate branding and identity update was left, as the progress of this was to be covered later in the meeting within agenda item 8.

#### **5.3 Workstream 2**

- 5.3.1 CFO Darran Gunter gave a full update on the progress of Workstream 2 confirming that work continues to progress on target.
- 5.3.2 Members were advised that a full update on the vision would be provided in agenda item 7.
- 5.3.3 Confirmation was received that the financial mandates were progressing well, noting that insurance options were currently being investigated as there will be areas of financial savings within this mandate.
- 5.3.4 CFO Darran Gunter explained that CFO Simon Routh-Jones was leading on the performance management framework mandate and that a meeting was arranged in the afternoon with the supplier of the chosen system. Members were advised that the performance management system would allow Members to be able to review dynamic performance information remotely.

#### **5.4 Workstream 3**

- 5.4.1 CFO Darran Gunter provided Members with the update on progression of the Workstream 3 due to DCFO John Aldridge having to leave the meeting for an urgent call.

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- 5.4.2 Members were advised of the success on the 1 July 2015, when Wiltshire's control room joined the networked fire control. Further assurance was given in regard to resilience, when the business continuity arrangements were implemented three days later when Hampshire's control room was unable to take calls. Wiltshire was able to seamlessly take Hampshire's calls until the issue was resolved.
- 5.4.3 Confirmation was given that Members would receive a full update on the progress of the strategic hub during agenda item 13.
- 5.4.4 The two potential sites for the safety centre in Royal Wootton Bassett and Wroughton were confirmed to Members. Positive progression of this work was noted and Members were advised that an options paper will return to the meeting on 17 September 2015.

### **5.5 Workstream 4**

- 5.5.1 CFO Gunter provided an update behalf of the workstream lead, ACFO Ben Ansell.
- 5.5.2 Members were advised that new department structure for a joint approach for protection, prevention and response was being developed.
- 5.5.3 It was noted that work is continuing in trying to bring the two flexible duty systems together, as this would rationalise officer numbers. Confirmation was given to Members that representative bodies would be consulted with shortly and that the work had been ratified by legal bodies.
- 5.5.4 Confirmation was noted that the response standards work would be discussed further in agenda item 12.
- 5.5.5 Mr Spencer Flower questioned if any potential resistance to the progression of the flexible duty system work would cause issue with critical activities. CFO Darran Gunter assured Members that any resistance or delay would not affect the critical activities, confirming that bringing the two duty systems together to harmonise the arrangements would maximise office time, allow flexibility to officers for swaps and improve resilience. However, if needed the Service could run with the two patterns until any issues were resolved.

### **5.6 Workstream 5**

- 5.6.1 CFO Darran Gunter introduced Ms Jenny Long, who is now the Workstream 5 lead.
- 5.6.2 Ms Jenny Long confirmed that the competence framework was progressing well, with the Services looking to align training arrangements early.
- 5.6.3 Confirmation was given that the policy and procedure work for 1 April was progressing on target.
- 5.6.4 An update on the progression of the organisational design was given, advising that by the end of June department heads are required to provide their proposed structures to representatives of the Joint Leadership Team.

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- 5.6.5 Ms Jenny Long advised that South West Councils were supporting the work in reviewing job descriptions and pay modelling and that this would progress further in September.
- 5.6.6 Members were advised that the staff transition first draft was now in place and a meeting to progress this with legal advisers is in place for early August. Members were also advised that both Services had gone out for expressions of interest for voluntary redundancies.
- 5.6.7 Assurance was given to Members that KPMG Auditors were supporting the process and positive conversations were continuing.
- 5.6.8 Mr Graham Payne queried the voluntary redundancy process and anticipation of numbers. Ms Long confirmed that expressions of interest for both Green and Grey Book staff have a closing date of the end of July. Each request will be individually reviewed, noting that approximately six requests had so far been received to date within Dorset with a similar number in Wiltshire.
- 5.6.9 CFO Darran Gunter confirmed to Members that a second round of voluntary redundancies will be offered in October after staff have more information in relation to posts and locations.
- 5.6.10 The Chairman confirmed that staff transition is a very delicate area in the transformation process and he was pleased with the approach to this.

### 5.7 **Workstream 6**

- 5.7.1 Mr Derek James confirmed that he was working closely with a technical auditor from South West Audit Partnership to ensure that the migration plans are sound.
- 5.7.2 Confirmation was given that the station end equipment has all been installed and tested in preparation for the joint control and that the three software systems are on track.
- 5.7.3 Assurance was given that work reflected within the three year ICT migration plan was being considered in the functional reviews and that the information management arrangements were all on track.
- 5.7.4 Members were advised that a joint intranet site has been set up for use by both Services' personnel. Members will also be able to use this site with further information due to be communicated shortly.

### 5.8 **Financial**

- 5.8.1 Mr Phil Chow referred Members to Appendix B in the Programme Progress Report, noting the details of the savings and expenditure to date and giving an explanation of the report.
- 5.8.2 Confirmation was given to Members that there would be little in expenditure during the first year, with the exception of the Networked Fire Control Service Partnership (NFCSP) and the Strategic Hub. This will expand as the combination programme progresses.

### 5.9 **Risks**

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5.9.1 Mr Derek James took the Members through the combination programme risks, confirming that the risks are reviewed formally on a monthly basis by the senior leadership team.

5.9.2 Members were advised that the risk in relation to staff leaving due to uncertainty has been increased and an additional risk was added following Members' requirements for external stakeholder engagement.

5.9.3 Confirmation was also given to Members that the NFCSP risk has reduced due to the progress of the project.

### 5.10 Stakeholders

5.10.1 CFO Darran Gunter confirmed the level of communication and engagement over the past six months, giving Members a detailed review.

5.10.2 Members were advised of the success of the middle manager briefing days with over 200 staff attending, and confirmation was given regarding the all staff briefing sessions planned for September.

5.10.3 Confirmation was given regarding the progress of work in Workstream 2 towards putting together a corporate video.

5.10.4 An update was given on the positive response to the recent staff survey on branding, with over 800 responses being received.

5.10.5 Mrs Rebecca Knox noted the great response to the survey and queried if the programme would allow for more of these types of consultation. CFO Darran Gunter confirmed that it was an efficient and effective method and further use would be considered.

5.10.6 Mr Bob Jones asked how feedback would be given to staff. CFO Gunter confirmed that a 'you said, we did, Members agreed' communication would be sent in due course.

### 5.11 Work Programme

5.11.1 Mr Derek James confirmed the next steps in the work programme.

5.11.2 Ms Bridget Wayman queried the time set for the meeting of the 17 September, enquiring as to why the meeting was set for the afternoon. Concern was raised by a number of Members regarding their ability to attend the afternoon session.

5.11.3 The Chairman asked Members if they would prefer that this meeting was moved to the morning, with a 10am start time. Members confirmed.

5.11.4 The Chairman confirmed that Members were assured with the progress of the combination programme. All Members agreed.

5.11.5 **Action - Mrs Jill McCrae to review the start time of the meeting on 17 September and amend the start time to 1000 hours, provided that the majority of Members could attend.**

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## **6. Programme Audit Findings**

- 6.1 The Chairman welcomed Mr David Hill from South West Audit Partnership (SWAP) to the meeting.
- 6.2 Mr David Hill confirmed that the management of risk is key to organisational change and that the Joint Leadership Team were clear that they wanted internal audit involvement. This was to support the process in ensuring that there were no surprises three months down line.
- 6.3 Explanation was given that both internal and external audit were to play a role in auditing the programme, therefore, it was critical not to cause any duplication of work. The South West Audit Partnership has, therefore, been working closely with Swindon Borough Council and KPMG during this process.
- 6.4 Members were advised that six lines of enquiry were identified and agreed for the audit. Confirmation was received that there is a high degree of confidence within the programme. ICT and HR transition arrangements were currently being audited.
- 6.5 Mr David Hill confirmed that KPMG are leading on the HR audit.
- 6.6 The Chairman queried how the internal auditors were being reviewed. Mr David Hill confirmed that KPMG are reviewing SWAP to ensure value for money.
- 6.7 Mrs Rebecca Knox noted that both her and Mr Trevor Jones very much appreciated the opportunity to be part of the auditors meeting in June 2015 and welcomed inclusion for future meetings.
- 6.8 Mr Graham Payne queried the audit involvement within ICT. Mr David Hill confirmed that a technical ICT auditor has been assigned to this work.
- 6.9 Mr Derek James confirmed that this auditor has been involved in each piece of work so far and will continue to do so. Mr Derek James went on to confirm that an audit is currently underway within ICT and a second audit is planned for December. In addition monthly meetings are ongoing between the ICT manager and technical auditors from SWAP.
- 6.10 CFO Darran Gunter asked how auditors will support the Service to ensure that all strategic risks are identified; confirming that an internal audit plan will need to be in place for the new Service.
- 6.11 Mr David Hill confirmed that in January the Service will need to decide who their internal auditors will be. Once this is confirmed the auditors will support in the identification of strategic risks. Mr David Hill also recommended that any audit plan ought to be flexible to be able to move as risks emerge.
- 6.12 CFO Darran Gunter queried if SWAP will be auditing the Service to ensure the fulfilment of statutory duties under the Fire and Rescue Services Act 2004. Mr David Hill advised that SWAP would provide some assurance in this area, but not all. CFO Darran Gunter confirmed that this is required to be discussed further with DCLG.

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6.13 Mr Mike Byatt noted that a strategic risk register should be forward thinking. Mr David Hill confirmed that this would be considered as part of the audit work. Mr Phil Chow confirmed that this would be built into the internal audit plan currently being procured.

6.14 **Action - Progress assurance on statutory duties with DCLG and bring Members further assurance at a future meeting.**

## 7. Vision for the new Service

7.1 CFO Darran Gunter confirmed that the vision of the Service starts with the statutory duties of a Fire and Rescue Service. CFO Darran Gunter referred Members to section 2.1 of the report, noting that the key strategies and priorities of our partners are also a key consideration.

7.2 Members were advised that work commenced on the vision in April 2015 during a visioning day where other fire and rescue services attended, along with other partners and Swindon Borough Council.

7.3 CFO Darran Gunter took Members thought the proposed strap line and four priorities.

7.4 Discussion took place regarding the wording used and the order of the wording.

7.5 Mrs Rebecca Knox advised the meeting that the Vision had been through over 200 members of staff and Members have been presented with a Vision and priorities recommended by them.

7.6 Mr Spencer Flower confirmed that Members should support what the staff and workstream has suggested.

7.7 The Chairman asked Members to confirm their agreement and approval of the vision and priorities recommended within the paper. Members confirmed their support and approval.

7.8 **Resolved - Members endorsed and approved the recommended vision and priorities.**

## 8. Branding and Visual Identify

8.1 CFO Simon Routh-Jones introduced the paper and gave an overview on the progression of this work.

8.2 Area Manager (AM) Mark Gaskarth was introduced to the meeting and took Members through a presentation to confirm the journey taken in designing the branding options. AM Mark Gaskarth also provided Members with the results of the staff survey, whereby they had been asked to vote on the options available.

8.3 AM Mark Gaskarth advised Members that the results of the survey confirmed that the preferred option, with 75.46% was option A.

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- 8.4 Mr Christopher Rochester queried if consideration had been made to the use of the branding on white vehicles, due to the suggestion that fire appliances may go from red to white in time.
- 8.5 CFO Gunter confirmed that there is no intention for the fire appliances to change from red; however, the Service does have white vehicles. The branding has been designed to be used with both backgrounds.
- 8.6 The Chairman asked Members to confirm if they were happy to approve the recommendations within the paper. All Members unanimously agreed with option A.
- 8.7 The Chairman highlighted to Members the £60k of current uniform that would become obsolete from 1 April.
- 8.8 Examples of the current shirts were shown to the meeting, highlighting the differences and Service logo/badges being displayed. The Chairman confirmed that the new shirts were half the price of the current shirts used within the Services. The Chairman went on to advise that we cannot give away the current shirts due to the badges and proposed that personnel could be given an extra issue of shirts for the remainder of the year to utilise the stock.
- 8.9 CFO Darran Gunter advised that nine other fire and rescue services use the new shirts. Whilst the intention is to replace the shirts, fire kit will not be replaced until required. CFO Darran Gunter showed the meeting the current differences in fire kit.
- 8.10 Mr Graham Payne asked if the current stocks could be taken abroad for use.
- 8.11 The Chairman asked Members to confirm if they were happy for staff to be given an extra issue of uniform this year and any leftover kit to be considered for use abroad. Members confirmed their agreement.
- 8.12 **Resolved - All Members endorsed and approved option A as the new branding.**
- 8.13 **Resolved - All Members endorsed and approved for staff to be given an extra issue of uniform from surplus stock.**

## 9. ICT Transformation

- 9.1 Mr Derek James took the Members through the ICT transformation paper.
- 9.2 The Chairman took Members to the second recommendation within the paper regarding nominations for Members on the workstream. The Chairman requested to work with Workstream 6 due to his experience and ICT background.
- 9.3 Mrs Rebecca Knox highlighted to the meeting that Mr Mark Anderson, a Member of Dorset's Fire Authority is an ICT specialist and she wanted to recommend that he be brought in to assist within the Workstream. Mr Jonathan Mair confirmed there were no legal issues with this.

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- 9.4 Members discussed and agreed that membership of Workstream 6 should be considered across the full Shadow Authority. Membership to include the Chairman, Mrs Rebecca Knox and Mr Mark Anderson. An additional two to three Members would be sought.
- 9.5 Mr Jonathan Mair confirmed to the committee that membership for this workstream is not only for technical experts other Members would be of value.
- 9.6 The Chairman asked Members if they were happy to review and endorse the ICT transformation programme. All Members agreed.
- 9.7 The Chairman requested that a full Workstream 6 report is to be presented to Members at the September meeting.
- 9.8 **Resolved - All Members endorsed the ICT programme and the recommendations.**

### 10. Date of Next Meeting

- 10.1 The Chairman confirmed to Members that the next meeting will be on 17 September 2015 at Milford Hall Hotel, Salisbury. The time for this meeting will be confirmed via email.

### 11. Exclusion of the Public

- 11.1 The Chairman addressed all attendees to confirm the closure of the meeting to the public with the following statement:

In accordance with Section 100A (4) of the Local Government Act 1972 to exclude the press and public for the business specified below because it is likely that, if members of the public were present, there would be disclosure to them of exempt information as defined in paragraphs 1 and 4 of Part 1 of Schedule 12A to the Act.

### 12. Emergency Response Standards Presentation

- 12.1 CFO Darran Gunter introduced the paper and AM Ian Jeary.
- 12.2 AM Jeary took Members through the presentation.
- 12.3 Members discussed the content of the presentation and the recommendation of the paper.
- 12.4 Members confirmed that further information is required and requested for this to be presented at the next meeting in September.
- 12.5 **Action - Emergency Response Standards to be included on the agenda for the meeting in September. Officers to return with the detail requested by Members.**

### 13. Head of Terms for Strategic Hub

- 13.1 The Chairman updated Members on the progress of the Strategic Hub.

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- 13.2 Members were asked to review the recommendations of the report and approve the CFO (Designate) to progress.
- 13.3 **Resolved - Members endorsed and approved the recommendations within the paper.**
- 13.4 **Resolved - Members endorsed and approved that delegated authority is give to the CFO ( Designate), after consultation with the Chair and Vice-Chair to agree the basis of the Strategic Hub.**

**14. Independent Pay Review Update**

- 14.1 The Chairman requested for all officers to leave the meeting, with the exception of CFO Darran Gunter, Mrs Jill McCrae and Mrs Vikki Shearing.
- 14.2 CFO Darran Gunter introduced the paper and Mr Steve Mason.
- 14.3 Members were taken through the paper and a presentation in support of the paper.
- 14.4 Members were asked to review the recommendations of the paper.
- 14.5 The Chairman asked for Members to confirm their approval of the recommendations within the paper. All Members agreed.
- 14.6 **Resolved - All Members approved and endorsed the recommendations within the paper.**

Meeting duration 1030-1315 hours

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