

Towards a Dorset & Wiltshire Fire & Rescue Authority

MEETING	Wiltshire and Swindon Combined Fire Authority
DATE OF MEETING	11 June 2015
SUBJECT OF THE REPORT	Combination progress up date
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For information
EXECUTIVE SUMMARY	This report provides an overview of the progress made towards establishing the new Authority and Service on the 1 April 2016. The paper builds upon the last update considered by the Authority in February. Good progress is being made with the combination programme. Key projects and activities are currently on track and there are no significant concerns to be raised at this time. A detailed progress report to be considered by the Joint Committee at its meeting on the 4 June is available from the Service's website.
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: <ul style="list-style-type: none"> i. Note and comment upon the contents of this report
BACKGROUND PAPERS	<ol style="list-style-type: none"> 1. Strategic overview of the Combination programme and governance arrangements for 2015/16. Report to the Joint Committee. 26 January 2016. Available through website. 2. The Dorset and Wiltshire Fire and Rescue Authority (Combination Scheme) Order 2015. Statutory Instrument 2015 No. 435. http://www.legislation.gov.uk/id/uksi/2015/435 3. Combination progress reports to Joint Committee 19 March, 30 April and 4 June. Available through website.
APPENDICES	None
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1. Introduction

- 1.1 This paper provides a general update on the work so far undertaken in establishing the Dorset and Wiltshire Fire and Rescue Authority from the 1 April 2016. The report should be read in conjunction with the monthly programme progress reports considered by the Joint Committee at its meetings on the 19 March, 30 April and 4 June. In addition, Members may also wish to refer to the monthly e-mailed updates provided to all Members from the CFO (designate).

2. Combination Order and Shadow Authority

- 2.1 As Members are aware on the 2 March 2015 the Combination Order was signed by the then Secretary of State Eric Pickles MP and laid in Parliament on 4 March 2015. The Combination Order contains many provisions including the creation of a shadow authority for the purposes of performing any functions necessary for bringing the scheme into full operation on 1st April 2016. Due to local and general elections it has not been practical to establish a Shadow Authority and Shadow Executive so far. The principal means of political oversight continues to be through the Joint Committee that was established in January, March, April and June. The inaugural meeting of the Shadow Authority will be held on the 23 June. It will consider a number of constitutional arrangements including the terms of reference for the Shadow Executive. This will be immediately followed by a joint Members seminar that will form part of a series of seminars timetabled to support the process of combination. These seminars are detailed in section 8 of this report.

3. Programme governance and management

- 3.1 On the 26 January 2015, the Joint Committee approved the governance and management arrangements for delivering the combination programme. At its meeting on the 19 March, Officers outlined in some detail the precise programme management processes. Members confirmed their endorsement and support for the way the combination programme would be taken forward. On the 21 May, senior auditors from KMPG, Swindon Borough Council and South West Audit Partnership were also demonstrated these arrangements and have stated their initial confidence in the processes being followed subject to a further scrutiny. Their findings will be taken to the Shadow Executive in July as part of the regular progress report.

4. Strategic objectives and success factors

- 4.1 At its January meeting, the Joint Committee agreed the following key objectives:
- i. Legal and statutory requirements in place for the new CFA on 1 April 2016.
 - ii. The transition to cause no significant adverse impact on service delivery.
 - iii. A strategic vision and direction for the new CFA and Service. are both efficiently and economically applied and in support of our longer term vision and aspirations.
 - iv. Successful delivery of the transformation bid.
 - v. £800k-£1m saved during 2015/16.

4.2 In addition there were a number of factors that needed to be put in place and maintained if the programme was to have the right 'environment' for successful delivery. These were:

- 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
- ii. Strong managerial leadership and direction
- iii. Sound programme management with clear strategic, tactical and administrative coordination
- iv. Ensuring that strategic Leads have the capacity and resources to meet the expectations and deadlines set out within the combination programme
- v. A clear focus on the benefits and management of the threats and risks to achieving them
- vi. Robust stakeholder engagement that is proactively monitored and managed
- vii. Close monitoring and cost control of the transition
- viii. Co-ordination of existing financial, contractual and risk management arrangements to support the transition to a new CFA
- ix. Close monitoring and management of existing standards and KPIs within each Service

4.3 The Joint Committee consider these objectives and their success factors at each meeting as part of the programme report. Although it is early days, both the strategic objectives and these factors are on track and in place, with no areas of particular concern to be raised to the Authority.

5. Progress by workstream

5.1 As Members are aware the combination programme has been divided into six workstreams. Each workstream is sponsored by a nominated principal officer who maintains strategic oversight and reports progress to both the Joint Leadership Team and the Joint Committee. In addition, a number of workstreams have nominated Members from the Joint Committee on working groups helping to develop proposals. The Joint Committee considers the progress of each workstream at its meetings along with the associated projects and key activities. The latest programme report, to be considered by the Joint Committee on the 4 June, is available through the Service's website. In broad summary, the progress is as follows:

5.2 *Workstream 1: Corporate governance*

5.2.1 This workstream is largely concerned with developing the governance arrangements for the new Authority. This includes such areas as initial governance arrangements; key policies and procedures; top team transition and other areas such as branding. Overall the progress for this workstream remains on track with no significant issues causing particular concern.

5.3 *Workstream 2: Strategic and Organisational Development*

- 5.3.1 This workstream broadly covers three areas namely vision; performance management and financial management. An externally facilitated workshop was held on 17 April in Wilton. This event which brought together strategic leads for prevention, protection and response, together with Members assigned to this workstream and representatives from other fire and rescue services and a Local Authority to help develop a draft vision. This draft vision will be considered at the all Members seminar on the 23 June. In terms of performance management, Wiltshire will be adopting the tool currently used in Dorset and Dorset will be migrating to Wiltshire's finance system. Again this workstream remains on track with no significant issues of concern.
- 5.4 *Workstream 3: Safety Centre, Strategic Hub and Joint Command and Control*
- 5.4.1 This workstream is divided into four main projects namely Safety Centre; Strategic Hub; Joint Command and Control Centre (JCCC) and the Networked Fire Control Services Partnership (NFCSP). The Joint Committee are currently undertaking a strategic options appraisal for both the strategic hub and safety centre. These projects have nominated Members involved in the developing these options for consideration by the Joint Committee on the 4 June. In terms of the JCCC this project is also progressing well both from a technical and staff transfer perspective. Firm go live dates for the NFCSP have now been confirmed for Wiltshire (1 July 2015), Devon and Somerset (20 July 2015) and Dorset\ JCCC (26 August 2015). There are no significant risks to raise at this time.
- 5.5 *Workstream 4: Service Delivery and Operational Assets*
- 5.5.1 This workstream is concerned with ensuring that the form and function of service delivery is in place for 1 April 2015. This includes harmonising our flexi-duty officer rotas and ensuring that operational assets support the new arrangements. Representative bodies are being engaged to help expedite a harmonised operational rota. Currently this work is at an early stage but there are no significant issues and progress remains on track.
- 5.6 *Workstream 5: People and Organisational Design*
- 5.6.1 This workstream is one of the more complex, as it involves a wide range of policies, procedures and requirements associated with both the transfer of staff to the new Authority and ensuring that new employing arrangements are established from 1 April 2016. This workstream also involves reviewing new staffing structures to meet the financial objectives set out in the business case. Officers are in the process of prioritising the necessary policies and procedures and have agreed a process and timetable for structural reviews to meet financial profiles. Legal representatives are involved in this work which is reviewed on a fortnightly basis by the Joint Leadership Team. There have been resourcing issues however these have been resolved by senior managers. At this stage there are no significant issues at this stage of the programme.
- 5.7 *Workstream 6: ICT and information management*
- 5.7.1 This workstream is focused on ICT and information management. In order to reduce risk and deliver the strategic programme objectives, we are seeking to narrow the ambition to harmonising the hardware infrastructure i.e. network, servers, station mobilising equipment and telephony. This work is being supported by independent expertise and

technical auditors are involved in the planning stages for each project. We are also limiting the number of software systems to harmonise to focus on finance; performance management and operational rota management with the remaining systems to be captured within a 3 year transition plan commencing from April 2016. There are no significant issues associated with this workstream and progress remains on track.

6. Stakeholder management

- 6.1 A stakeholder engagement plan has been developed to support the delivery of the programme and was endorsed with some amendments requested by the Joint Committee at its March meeting. The delivery plan is monitored by the Joint Leadership Team on a monthly basis and the Joint Committee at each of its meetings. A wide variety of arrangements have been put in place including a monthly Members up date from the CFO (designate); one to one meetings between the CFO (designate) and new/existing Members; letters to MPs, partners, business, voluntary sector groups; letters or meetings with council leaders; press releases. Staff are receiving a monthly newsletters including podcasts; an internal website for all staff is being developed; staff focus groups on key issues are being organised along with middle manager workshops for June and workplace visits are being programmed for September. Meetings with representative bodies have commenced following the adoption of an industrial relations protocol by the Joint Committee at its April meeting..

7. Financial management

- 7.1 As part of the programme management report, the Treasurer to Wiltshire and Swindon CFA provides a financial summary of costs and savings associated with the combination programme including details of the DCLG transformation grant awarded in April 2015. Expenditure is currently on track with no significant issues to raise. A full breakdown of costs and savings is detailed in the programme report to the Joint Committee on 4 June available from the website.

8. Looking forward

- 8.1 As stated earlier the inaugural meeting of the Shadow Authority will be held on the 23 June which will be immediately followed by an all Member seminar. As part of an extensive work programme detailed in the progress report to the Joint Committee on the 4 June, there are three all Members seminars:

23 June	2015	10am-2pm*	Milford Hall Hotel
20 October	2015	10am-1pm	Milford Hall Hotel
14 January	2016	10am-1pm	Milford Hall Hotel

() Includes Shadow Authority and Seminar. Lunch provided*

9. Conclusion

- 9.1 Although it is early days, good progress is being made with the combination. Governance and programme management arrangements are working well and Members on the Joint Committee and auditors are confident around how they are operating. Detailed programme progress reports continue to be produced for the Joint

Committee (soon Shadow Executive), all of which are available on the Service's website.