



**DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY**

Item 5

MEETING	Shadow Policy and Resources
DATE OF MEETING	23 March 2016
SUBJECT OF THE REPORT	Combination progress report (February)
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For comment and noting
EXECUTIVE SUMMARY	This report provides an overview of the programme performance since the last meeting on the 14 January 2016. Overall progress is on track. Whilst there continue to be very significant workloads associated with the programme, there are no concerns to be raised at this time that affect the delivery of the agreed strategic programme objectives.
RISK ASSESSMENT	Failure to provide a robust oversight of the programme may lead to heightened risks for a successful combination
COMMUNITY IMPACT	None for the purposes of this report
BUDGET IMPLICATIONS	None for the purposes of this report. A financial summary is provided within the report at appendix B.
RECOMMENDATIONS	It is recommended that Members note and comment upon the contents of this report
BACKGROUND PAPERS	Strategic overview of the Combination programme and governance arrangements for 2015/16. Report to the Joint Committee. 26 January 2016.
APPENDICES	A: Workstream summary statements (February 2016) B: Financial summary
REPORT ORIGINATOR	Derek James, Assistant Chief Officer and Corporate Service director (designate)

## 1. Introduction

- 1.1 This paper provides a strategic summary of the progress being made since the last meeting of the shadow Policy and Resources Committee held on the 14 January 2016. 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 2015, the Joint Committee (now the shadow Policy and Resources committee) have recognised and are monitoring a number of key factors that must be in place to secure a successful combination and the following strategic objectives for 2015/16:

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

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

Key		
	<b>Significant issues compromising the delivery of the programme and the strategic objectives</b>	
	<b>Some issues affecting programme delivery but not the strategic objectives</b>	
	<b>No significant issues</b>	
Critical success factor for the combination programme		Status
1.	Strong political leadership and direction of the transition to a new CFA and Service centred on the development and delivery of a modern and compelling vision	
2.	Strong managerial leadership and direction	
3.	Sound programme management with clear strategic, tactical and administrative co-ordination	
4.	Ensuring that strategic leads have the capacity and resources to meet the expectations and deadlines set out within the combination programme	
5.	A clear focus on the benefits and management of the threats and risks to achieving them	
6.	Robust stakeholder engagement that is proactively monitored and managed	
7.	Close monitoring and cost control of the transition	
8.	Co-ordination of existing financial, contractual and risk management arrangements to support the transition to a new CFA	
9.	Close monitoring and management of existing standards and KPIs	

- 2.3 In summary, the majority of critical success factors necessary to deliver the combination programme continue to be in place.
- 2.4 Associated with critical success factor (9), there are currently technical issues with the quality of data held in the corporate gazetteer fed from the new mobilising system. For Wiltshire there are also technical interface issues between the commercially provided incident recording system and the mobilising system provided by Capita. Whilst officers are in the process of resolving these technical problems, the quality and reliability of performance data particularly in Wiltshire will be affected. Dorset is far less impacted as it does not have interface issues with its own incident recording system. This situation may therefore have implications largely for Wiltshire with the close monitoring and management of existing standards and key performance indicators. This issue is being reviewed on a weekly basis by the Strategic Leadership Team and is discussed further in workstream 3 up date outline in section 3.9.1 of this report.

### 3. Progress

- 3.1 As Members are aware the Programme, is divided into six workstreams that have a number of associated key projects and activities. The workstream lead closely manages all aspects of the mandates including progress, benefits, risk, finance and issues. The Joint Leadership Team is overseeing the programme and its workstream on a monthly basis. In accordance with the agreed governance arrangements, this Committee receives a progress report at each of its meeting. This report provides a strategic overview of progress, risks, finance, and stakeholder management; raising issues for discussion and agreement as appropriate.
- 3.2 To support this strategic summary, an overview of each workstream is provided at Appendix A.

#### 3.3 **Workstream 1: Corporate Governance**

##### 3.3.1 *Progress*

- ◆ **Corporate Identity and Branding.** New workwear is now being issued to firefighters and public facing staff. New vehicle signage is under well underway and replacement is being programmed in as vehicles are serviced or repaired. Station signage across the two organisations is also well underway. New personal identification cards have been produced and will be issued to staff in readiness for the 1st April 16. The corporate identity guidelines are being promoted within the Service and new letterheads, compliment slips and business cards being produced. The corporate branding is now helping to shape key documents, the website and the interim staff intranet. The annual ceremony to present Long Service and Good Conduct Medals has been arranged for 22 June at Salisbury Guildhall
- ◆ **Clerking and Committee Services.** A Service Level Agreement is in the process of being signed, having been discussed at the workstream meeting and following approval of clerking and democratic arrangements by this Committee on the 14<sup>th</sup> January.

- ◆ **Member Induction, Development and Review.** A paper outlining proposed arrangements for Member Induction, Development and Review was taken to the Workstream 1 meeting on 17th November. The more concise document is to be used for new Members and trialled by a couple of existing Members. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on this topic.
- ◆ **Initial Governance Arrangements.** It is accepted by Members that the governance arrangements to be put in place for 1st April 2016 are the initial arrangements. The intention is to review them with the ultimate aim of reducing the number of Members by 2018. This review will need to be carefully considered and potentially aligned to wider consideration such as the devolved public sector reform debate currently being conducted by constituent authorities. The Scheme of Delegation for the new Authority and a Member allowance scheme were approved by the Shadow Policy and Resources meeting at its January meeting.
- ◆ **Members' Handbook.** This handbook is being compiled in readiness for the 1 April.
- ◆ **Overview of Policies and Procedures and Legal Compliance.** All policy statements have now been approved by the committee. The majority of supporting procedures are on track for delivery by their proposed end date. This is being overseen by the Strategic Leadership Team at each of its weekly meetings. Work is now under way to prepare a procedure harmonisation programme for 2016/17 and for 2017/18.

3.4 Issue and risks

3.5 No significant issues or risks at this stage.

### 3.6 **Workstream 2: Strategic and Organisational Development**

#### 3.6.1 *Progress*

- ◆ **Vision and Values Work.** It was agreed at the Joint Leadership Team on the 18 November to largely retain the RESPECT framework currently in use in Wiltshire. Members of workstream 2 have indicated that this should be recommended as a basis for Member values and a report is on the agenda to today's meeting. An engagement and communications plan will also be developed to support the embedding of the framework across the new Service.
- ◆ **Performance Management.** It was decided by JLT at their meeting on 19 November to further simplify performance management to subsume enabling strategies within a single corporate delivery plan that would underpin the Community Safety Plan (CSP). The CSP will be a simple, high level overview of the corporate direction written for the public. The propose plan is on today's agenda for agreement by the Committee. The performance policy has been approved by Members. JLT required that the framework be amended so that it reflected the inclusion of key lines of enquiry to the Performance and Scrutiny Committee and this has been progressed and presented to these Members prior to the first formal

meeting. They have requested that the performance framework include an assurance process to allow for an assessment to be made against key line of enquiry. This is now being progressed with the Member's Dashboard. Work continues to configure the system, although the issue of the incident recording system not being fully operational in Wiltshire may cause some delays with reporting performance against some operational indicators.

- ◆ **Quality Standards and station audits.** In regards to quality standards, Members involved in workstream 2 have approved a final set of recommended standards at their meeting in November. A number of approaches for station audit process have been considered and an outline approach has been created. Officers are currently incorporating these within the revenue and directorate planning.
- ◆ **Finance.** The insurance tender, advertised on 2 December on OJEU, was completed and contracts have been awarded as insurance arrangements have been signed off and endorsed by workstream 2. Insurance will now be in place for 1 April 2016. The new software build for single finance system continues and remains on track. Functional workshops and section meeting have been held and coding is being developed for departmental requirements. Training plans for system and end users also continues, as staffing structures and responsibilities are known and workflow can be completed.
- ◆ **Internal Audit** provision for the new Service was put out to tender and Gateway Assure Ltd have been appointed the new auditors. The Plan and Strategy for the new Service will be considered at an informal meeting e.g. the Shadow Finance and Audit Committee, agreeing in principle the plan for 2016/17, to be approved at the first formal meeting of the Finance and Audit Committee.
- ◆ **Capital investment Programme** has been approved by the Authority at its February meeting. The integrated risk management planning process will inform the future shape and scale of the investment programme.

3.7 Issue and risks

3.8 There are no significant issues or risks to raise at this time although the issue of the incident recording system not being fully operational in Wiltshire may cause some delays with reporting performance against some operational indicators.

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

3.9.1 *Progress*

- ◆ **Networked Fire Control Services Partnership (NFCSP).** Although there are a number of outstanding technical issues, the NFCSP solution continues to work well from a Hampshire and Service Control Centre point of view. The final part of the programme i.e. Devon & Somerset going live has seen a re-alignment of dates to ensure full functionality is delivered. An approach to resourcing the NFCSP going forward has been agreed and this will be delivered centrally across the partnership. A process to select this team is currently underway.

- ◆ **Service Control Centre (SCC).** The Service Control Centre will be moved into a business as usual state from a local management perspective. Further works required to optimise efficiencies and effectiveness has been captured in a single delivery plan managed within the SCC team. There are still outstanding general issues including the quality of data received from the mobilising software. In addition, in Wiltshire there are also interfacing issues between the commercially provided incident recording software and the mobilising software provided by Capita. Whilst officers are working hard to resolve these issues, the ability of Wiltshire to correctly monitoring their operational performance is currently compromised until this is resolved. A number of new operators have started their training within the Service Control Centre, to ensure that staffing is maintained at the optimum level.
- ◆ **Strategic Hub and the wider estate.** All legal documents have now been agreed. The shadow Authority has taken possession on 1 February 2016 and the Strategic Hub will be operational by 1 April 2016. A celebration of the new Service will be held at Five Rivers immediately after the Authority meeting on 1 April. Dorset Police have indicated that they would like to use the whole of the Wimborne Road shared office in Poole, so efforts are now in hand to find an alternative office location for personnel in the Bournemouth/Poole area.
- ◆ **Safety Centre.** The outline business case has been approved by Members at the last meeting. Detailed design work continues and the Heads of Terms are subject to final review and will form the basis of the agreement to lease.. The procurement of design and build contractors is underway and planning consultants are being commissioned to support the wider development. The planning for the longer term governance arrangements are well advanced. Sponsorship and partnering activities are well under way and market research is being progressed to support the approved business case.

### 3.9.2 *Issue and risks*

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

## 3.10 **Workstream 4: Service Delivery and Operational Assets**

### 3.10.1 *Progress*

- ◆ **Establish Strategic Priorities and structures for Prevention, Protection, Response Delivery, Response Support and Operational Assets.** The priorities for service delivery have been agreed and the command structure now aligned to political boundaries and Area Boards. The vast majority of Station Managers and Group Managers have been aligned to their new job roles, including district commanders each looking after between one and four fire stations. Interviews are being held in March to appoint a new Area Manager, following the move of AM Mark Gaskarth to Royal Berkshire FRS. Following the wholetime firefighter recruitment process last year, it is intended that eight new firefighters will join the Service from 1 April.

- ◆ **Response standards and an integrated risk management programme (IRMP).** The priorities for the IRMP are currently being scoped with business cases through a working group led by DCFO Aldridge. The response standards have now been agreed by the Committee with the targets to be proposed by the Local performance and scrutiny committees in 2016.
- ◆ **Flexi Duty System (FDS).** A new FDS rota for operational officers has now been agreed with the representative bodies. An interim management software solution will be in place for 1 April 2016.

### 3.10.2 *Issue and risks*

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

## 3.11 **Workstream 5: People and Organisational Design**

### 3.11.1 *Progress*

- ◆ **Competence Framework.** Officers are currently prioritising the harmonisation of courses for 2016. Incident Command has been identified as the initial area of attention due to new legislation being released early 2016. The Casualty Care programme is being adopted in Wilshire and training has started. Other areas of similar training are being shared where possible. Consultation associated with new competence procedures has commenced and feedback being collated from staff and their representative bodies. A single system for recording competence is still being determined via an external audit report. Operational competence across both organisations is being assured through a gap analysis report to senior managers, with historic and predicted competence levels and associated plans for the maintenance of operational competence in each organisation.
- ◆ **HR Framework.** The HR procedural prioritisation; procurement contract reviews and HR management system migration plan. It also provides direction for other CFA legal requirements such as pay policy and pension discretions policy. Procedure work is largely on track. Consultation meetings are ongoing with trade unions fortnightly and staff briefings have been completed. The HR system continues to be externally reviewed with significant technical analysis being undertaken. Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16.
- ◆ **Organisational Design and Staff Transition.** Matching and slotting against the agreed structure and job descriptions continues. The process has been agreed with representative bodies and is being independently. A significant programme of support is in place for staff via departmental staff briefings; dedicated HR support at one to one consultation meetings, and support from a dedicated transition team. The programme remains on track with very few appeals. Requests for voluntary redundancy and early retirement are being considered and approved as part of this process.

### 3.11.2 *Issue and risks*

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

## 3.12 **Workstream 6: ICT and Information Management**

### 3.12.1 *Progress*

- ◆ **Network, Servers and Storage:** Our connection between the two server rooms is now active and operation with up graded technical switches in place. All Local Area Network configurations and routing requirements are in place to allow all devices to talk to one another across the new Service. Wireless coverage is in place across all sites to allow mobile working for all staff. There are some minor issues some types of mobile phones at a small number of Wiltshire sites. This is an issue that is under investigation. Resilient internet lines are installed and configured, with final internet fail-over to be delivered mid-March. All Servers installed and connected to storage. Operating systems and virtualising software installed to reduce the number of servers and running costs. System migrations to the new infrastructure to commence and approximately one third achieved. Telephony: Digital phone lines are installed and configured with direct dial numbers. However, all numbers cannot be fully assigned to names which are dependent on the departmental matching and slotting process. Dial plan have been developed and agreed upon. Switch-over to the new telephony system will be 28th and 29th March

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

- ◆ **Software** - The 3 year risk assessed management system migration plan will be created for delivery during 2016. The governance arrangements are being formulated for agreement by SLT along with a prioritised list of core systems for 2016/17. The finance system is currently on track and the performance management software is experiencing some minor slippages which are not thought to be significant but are being affected by Wiltshire's incident recording system. As well as mapping the systems and costs, JLT have commissioned an independent HR consultant to explore the best way forward for the HRMIS and competence systems as this is thought to be an early priority. Currently the work is on-track.
- ◆ **Information Management** –The Information management policy statement has been approved by Members. Procedures for ensuring compliance with legislative requirements have been developed and externally validated by Evolve and in some instances formulated in discussion with the information commissioner's office. The ICT Change Management Procedure has been drafted. This work is all on track. Discussions have taken place with Prevention teams to ensure that appropriate Data Sharing Agreements are in place for the new Service and Egress secure email has been implemented in Wiltshire. The new staff information site [www.dwfirestaff.com](http://www.dwfirestaff.com) is being extensively used by staff to support the consultation exercise over staffing structures. The site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a

single communications site for the new Service. The new website site is significantly developed. The providers have completed a risk assessment based on the Government Cyber Security guidelines which has been verified by our joint CLAS consultant to ensure that the software being used and external hosting arrangements being provided, present the Service with no significant vulnerabilities and provide assurance that security risks are well managed. New images for the new site are being secured and officers are now migrating content. This will incorporate new branding and reflect the vision of the new Service. After the new structures are confirmed in April, content managers for each department can be identified and training rolled out ahead of go live. As agreed at the January meeting, the work to progress the intranet will be carried forward into 2016/17 along with a number of smaller items of technical up grades that were always planned for next year.

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

3.13 Issue and risks

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

## 4. Financial

### 4.1 Transformation costs

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 all the workstreams is progressing well, with spend to date (as at January 2016) of £1.345m across all workstreams, with the majority of spend being against the Joint Command and Control Centre Project (JCCC) culminating in 13 staff transferring from Dorset Fire Control to the new Service Control Centre in Potterne at the end of August, and ICT harmonisation. Decisions around the Safety Centre development have yet to be made which will have resulted in slippage against the original spend/budget profile, therefore a variance is expected of around £0.5m in workstream 3 in 2015/16. Workstream 5 (People and Organisational Design) have been progressing the organisation restructuring. Significant voluntary redundancy costs are expected in the last few months, however we are unsure at this stage the actual value or timing, as much will depend on agreement of timing when staff leave, which is currently in progress. 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 Transformation Savings

4.2.1 The combination has delivered the expected savings for 2015/16 and is on track to achieve further savings as the work within the workstreams progresses.

### 4.3 General

4.4 Financial Regulations and Contract Standing Orders were revised following agreement on the terms of reference of the Authority's committees and taking account of the internal audit review. These were approved in principle at the Shadow Dorset and Wiltshire Fire and Rescue Authority in February 2016 for adoption by the new Authority in April 2016.

### 4.5 Issue and risks

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

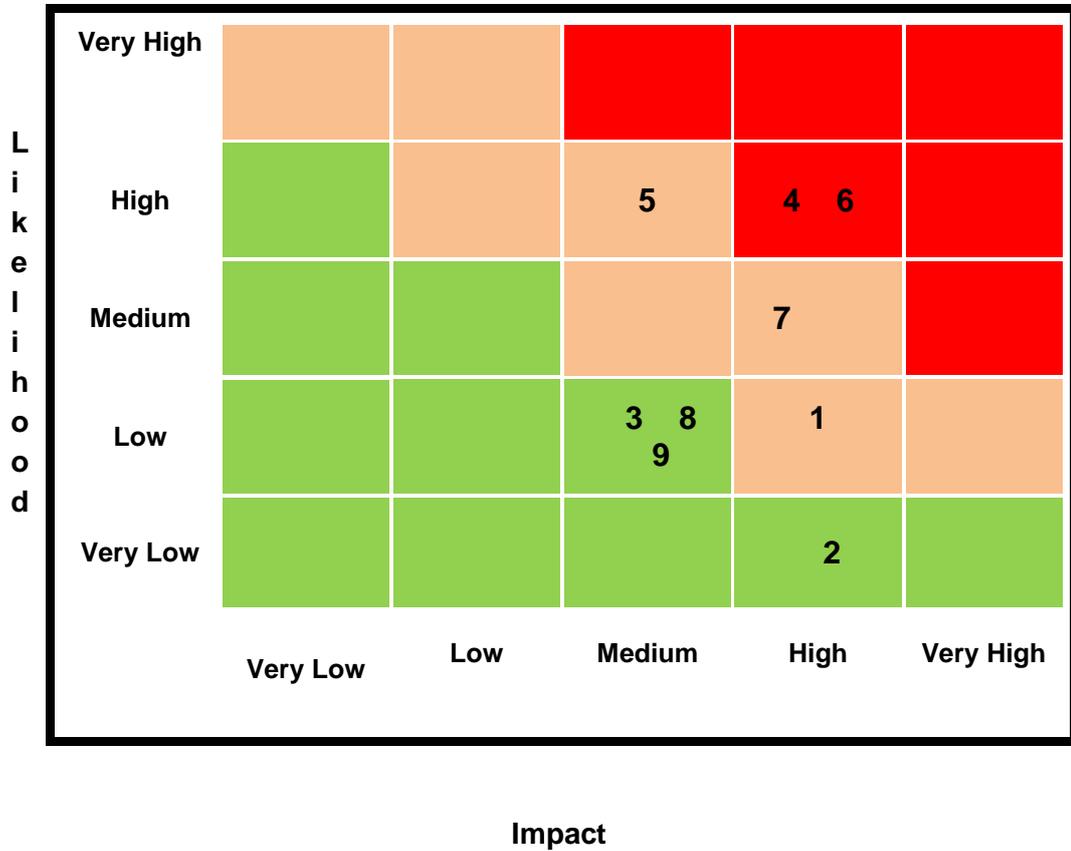
## 5. Programme Risks

5.1 There have been some positive (downward) risk variances determined by the SLT at their recent meeting along with the removal of two risks. SLT agreed to remove the Delayed Progression of the Strategic Hub risk as the Service now has the keys to the new headquarters, the contracts are signed and payment exchanged.

5.2 Additionally as the Service has now fully connected to the Networked Fire Control Services partnership (NFCSP) the risk of misalignment will no longer impact upon the programme, therefore SLT also agreed the removal of this risk.

	<b>Risk description</b>	<b>Strategic objective linkage</b>	<b>Movement since last meeting</b>
1.	Failure of the new Authority to meet statutory requirements	Objective 1	↔
2.	Failure to affect a transfer with no significant impact on service delivery	Objective 2	↓
3.	Failure to deliver the transformation bid requirements	Objective 4	↔
4.	Key staff leave due to uncertainty over job prospects or future work location		↔
5.	Insufficient resources to deliver the combination programme and to maintain standards of performance in each Service		↔
6.	Poor staff morale due to potential staff redundancies.		↔
7.	Technical change associated with back-office integration could be complex.		↔
8.	Insufficient external stakeholder communication and public relation arrangements		↓
9.	Potential delays due to consultation and negotiation with Representative Bodies.		↔

**Current risk rating:**



5.3 Officers are incorporating the agreed strategic risks agreed by Members at their January meeting into the strategic risk register for on-going monitoring.

**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 continues to meet with Council Leaders, Area Board, Police Forces, Health and wellbeing boards, Police and Crime Commissioners and other key stakeholders. These presentations are supported by a leaflet and corporate video which looks to reposition the new Service in terms of taking a wider role in the health agenda. The corporate video has been reviewed to widen the audience to staff and members of the public and will be available for the 1 April.
- An update letter has been sent to external partners and stakeholders marking the 3 monthly milestone before combination. And a further letter introducing partners to the new Service will be sent out prior to 1 April.
- Staff updates have been issued and incorporated into respective newsletters

- Fortnightly meetings are being held with four representative bodies
- Departmental meetings, supported by one to one meetings as necessary are being held to support the staff transition
- 10 staff 'phone into the top team' teleconferences have been held
- The joint staff communications site is being used widely across both Services, as a central point for information relating to the combination.
- CFO podcasts are scheduled throughout the year and the fourth was filmed mid-January and the fifth will be published on the 1 April.
- Regular meetings are being held with the change agents, which has membership from staff across both Services.
- A series of Heads of Service meetings and wholetime management briefings have been organised during April and May
- Operational briefings are scheduled for FDS Officers, wholetime crews and retained officers in charge during April – early June
- The next key milestone for press engagement will be marking the new Authority and Service in April. This will also be supported by the first staff newsletter for the new Service
- A strategy for employee engagement is being developed for agreement by the Strategic Leadership Team. An external engagement strategy will be formulated during April/ May.

## 7. Conclusions and Next Steps

- 7.1 Whilst there are significant workloads and pressures associated with the programme, good progress continues to be made. The programme remains on track with no significant issues affecting the strategic objectives for 2015/16 at this time. As the Service migrates towards combination on the 1 April 2016, designate directors will ensure that workstreams become embedded into directorate delivery plans. In addition, as the work matures and becomes completed, it is envisaged that workstream meetings may not be necessary, with the initial governance arrangements for the new Authority supplanting the current programme monitoring arrangements.

## APPENDIX 1 Workstream summary statements (February 2016)



# Workstream 1 Report

## General Information

### Workstream 1 - Corporate Governance

Reporting Date	12/03/16
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## Summary of progress

### Manager's Report

#### **Corporate Identity and Branding**

New workwear is now being issued to firefighters and public facing staff. New vehicle signage is under well underway and replacement is being programmed in as vehicles are serviced or repaired. Station signage across the two organisations is also well underway. New personal identification cards have been produced and will be issued to staff in readiness for the 1st April 16. The corporate identity guidelines are being promoted within the Service and new letterheads, compliment slips and business cards being produced. The corporate branding is now helping to shape key documents, the website and the interim staff intranet. The annual ceremony to present Long Service and Good Conduct Medals has been arranged for 22 June at Salisbury Guildhall

#### **Clerking and Committee Services**

A Service Level Agreement is in the process of being signed, having been discussed at the workstream meeting and following approval of clerking and democratic arrangements by this Committee on the 14th January.

#### **Member Induction, Development and Review**

A paper outlining proposed arrangements for Member Induction, Development and Review was taken to the Workstream 1 meeting on 17th November. The more concise document is to be used for new Members and trialed by a couple of existing Members. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on this topic.

#### **Initial Governance Arrangements**

It is accepted by Members that the governance arrangements to be put in place for 1st April 2016 are the initial arrangements. The intention is to review them with the ultimate aim of reducing the number of Members by 2018. This review will need to be carefully considered and potentially aligned to wider consideration such as the devolved public sector reform debate currently being conducted by constituent authorities. The Scheme of Delegation for the new Authority and a Member allowance scheme were approved by the Shadow Policy and Resources meeting at its January meeting.

#### **Member's Handbook**

This handbook is being compiled in readiness for the 1 April.

	<p><b>High Level Policies and Critical Procedures</b></p> <p>All policy statements have now been approved by the committee. The majority of supporting procedures are on track for delivery by their proposed end date. This is being overseen by the Strategic Leadership Team at each of its weekly meetings. Work is now under way to prepare a procedure harmonisation programme for 2016/17 and for 2017/18.</p> <p>12-03-2016</p>
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Status of Mandates	On Target
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Risk Status	On Target
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Issues	
<b>RESOLVED - 00008 - Need to set steady state remuneration for Members.</b>	
Impact	Delays will put pressure on officers further down the line when other work will need to be done. 14-10-2015
What has been done so far?	An IRP meeting has taken place and the results circulated for comments with a deadline for returns included. The final version will be submitted to the Shadow Authority meeting in February for approval.19-01-2016
Action Required	No further action required at this time. 01-12-2015

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

<b>00011 - Initial Governance Arrangements</b>	
End Date	26/02/16
Status	On Target
Progress	<p><b>Initial Governance Arrangements</b></p> <p>It is accepted by Members that the governance arrangements to be put in place for 1st April 2016 are the initial arrangements. The intention is to review them with the ultimate aim of reducing the number of Members by 2018. This review will need to be carefully considered and potentially aligned to wider consideration such as the devolved public sector reform debate currently being conducted by constituent authorities. The Scheme of Delegation for the new Authority and a Member allowance scheme were approved by the Shadow Policy and Resources meeting at its January meeting.</p>

<b>00002 - Corporate Identify and Branding</b>	
End Date	30/06/16
Status	On Target
Progress	<p><b>Corporate Identity and Branding</b></p> <p>New workwear is now being issued to firefighters and public facing staff. New vehicle signage is under well underway and replacement is being programmed in as vehicles are serviced or repaired. Station signage across the two organisations is also well underway. New personal identification cards have been produced and will be issued to staff in readiness for the 1st April 16. The corporate identity guidelines are being promoted within the Service and new letterheads, compliment slips and business cards being produced. The corporate branding is now helping to shape key documents, the website and the interim staff intranet. The annual ceremony to present Long Service and Good Conduct Medals has been arranged for 22 June at Salisbury Guildhall</p> <p>12-03-2016</p>

**00003 - Ceremonial Awards and Events**

End Date	14/10/15
Status	Completed
Progress	<p><b>Ceremonies and Awards</b></p> <p>Mandate work completed. 14-10-2015</p>

**00004 - AGS and Statement of Assurance**

End Date	17/09/15
Status	Completed
Progress	<p><b>Annual Governance Statement and Statement of Assurance</b></p> <p>The mandate work has been completed. 14-10-2015</p>

**00005 - Clerking and Committee Services Arrangements**

End Date	29/01/16
Status	On Target
Progress	<p><b>Clerking and Committee Services</b></p> <p>A Service Level Agreement is in the process of being signed, having been discussed at the workstream meeting and following approval of clerking and democratic arrangements by this Committee on the 14th January.12-03-2016</p>

**00007 - Member's Handbook**

End Date	30/01/15
Status	On Target
Progress	<p><b>Members' Handbook</b></p> <p>This handbook is being compiled in readiness for the 1 April. 12-03-2016</p>

**00008 - Member Induction, Development and Review**

End Date	27/02/15
Status	On Target
Progress	<p><b>Member Induction, Development and Review</b></p> <p>A paper outlining proposed arrangements for Member Induction, Development and Review was taken to the Workstream 1 meeting on 17th November. The more concise document is to be used for new Members and trialed by a couple of existing Members. A Corporate Governance policy has been completed that incorporates the key direction from Members from Workstream 1 on this topic.</p> <p>12-03-2016</p>

<b>00012 - Overview of Policies and Procedures and Legal Compliance</b>	
End Date	30/04/16
Status	<b>On Target</b>
Progress	<p><b>High Level Policies and Critical Procedures</b></p> <p>All policy statements have now been approved by the committee. The majority of supporting procedures are on track for delivery by their proposed end date. This is being overseen by the Strategic Leadership Team at each of its weekly meetings. Work is now under way to prepare a procedure harmonisation programme for 2016/17 and for 2017/18. 12-03-2016</p>

<b>Risks</b>	
<b>00001 - Potential adverse publicity over new corporate identify</b>	
Effects	There may be potential adverse publicity associated with the development of the new corporate identity.
Active	Yes
Risk Score	4
Mitigation	This can be alleviated through careful management of the process and through good communications support.
Date Raised	13/04/15
Progress on Actions	The risk has been reviewed and there are no changes to be considered 12-03-2016

<b>00002 - Failure to deliver new corporate identify</b>	
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 and there are no changes to be considered at this time 12-03-2016

<b>00004 - Potential failure to carry out efficient procurement process for work wear through delays in supply.</b>	
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	This risk has been reviewed and there are no changes to either the impact or likelihood are required 12-03-2016

<b>00005 - Potential failure to engage staff in rebranding exercise</b>	
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 is very low due to the good engagement and communications that have taken place. There are no changes required at this time 12-03-2016

#### 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. Close monitoring by JLT. 19-01-2016
Date Raised	04/07/15
Progress on Actions	The risk has been reviewed and the scoring considered. There are no changes required at this time 12-03-2016

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

Effects	Overload of key people required to be engaged in consultation and negotiation processes leading to potential failure to meet deadlines of December 2015 audit and April 2016 go-live.
Active	Yes
Risk Score	6
Mitigation	Well-structured programme of consultation and negotiation now in place. Progress is being monitored regularly. 01-12-2015
Date Raised	04/07/15
Progress on Actions	The risk has been reviewed and there are no changes necessary to any element of the scoring 12-03-2016

#### Costs

Budget	
Expenditure	
Narrative	Information on costs is contained in the Programme report

## Workstream 2 Report

### General Information

#### Workstream 2- Strategic and organisational development

Reporting Date	12/03/16
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### Summary of progress

#### Manager's Report

#### **Vision and Values Work**

It was agreed at the Joint Leadership Team on the 18 November to largely retain the RESPECT framework currently in use in Wiltshire. Members of workstream 2 have indicated that this should be recommended as a basis for Member values and a report is on the agenda to today's meeting. An engagement and communications plan will also be developed to support the embedding of the framework across the new Service.

#### **Finance**

The insurance tender, advertised on 2 December on OJEU, was completed and contracts have been awarded as insurance arrangements have been signed off and endorsed by workstream 2. Insurance will now be in place for 1 April 2016. The new software build for single finance system continues and remains on track. Functional workshops and section meeting have been held and coding is being developed for departmental requirements. Training plans for system and end users also continues, as staffing structures and responsibilities are known and workflow can be completed.

#### **Internal Audit**

Provision for the new Service was put out to tender and Gateway Assure Ltd have been appointed the new auditors. The Plan and Strategy for the new Service will be considered at an informal meeting e.g. the Shadow Finance and Audit Committee, agreeing in principle the plan for 2016/17, to be approved at the first formal meeting of the Finance and Audit Committee.

#### **Capital Investment**

The Programme has been approved by the Authority at its February meeting. The integrated risk management planning process will inform the future shape and scale of the investment programme.

#### **Performance Management**

It was decided by JLT at their meeting on 19 November to further simplify performance management to subsume enabling strategies within a single corporate delivery plan that would underpin the Community Safety Plan (CSP). The CSP will be a simple, high level overview of the corporate direction written for the public. The propose plan is on today's agenda for agreement by the Committee. The performance policy has been approved by Members. JLT required that the

	<p>framework be amended so that it reflected the inclusion of key lines of enquiry to the Performance and Scrutiny Committee and this has been progressed and presented to these Members prior to the first formal meeting. They have requested that the performance framework include an assurance process to allow for an assessment to be made against key line of enquiry. This is now being progressed with the Member’s Dashboard. Work continues to configure the system, although the issue of the incident recording system not being fully operational in Wiltshire may cause some delays with reporting performance against some operational indicators.</p> <p><b>Quality Standards and Station Audits</b></p> <p>In regards to quality standards, Members involved in workstream 2 have approved a final set of recommended standards at their meeting in November. A number of approaches for station audit process have been considered and an outline approach has been created. Officers are currently incorporating these within the revenue and directorate planning. 04-03-2016</p>
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Status of Mandates	On Target
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Risk Status	On Target
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Issues	
RESOLVED 00001 - Replacement of Aerial Appliances	
Impact	The level of savings within the capital plan will not be achieved
What has been done so far?	Discussion has taken place in JLT and a supporting paper has been prepared for consideration
Action Required	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. This needs to be picked up at the next available meeting 04-07-2015. This is now managed within the Capital Programme

<b>Mandates</b>	
<b>00001 - Vision</b>	
End Date	31/03/16
Status	Completed
Progress	The work on creating the vision is now completed and is being built into enabling strategies and within the Community Safety Plan which is being managed within the performance framework 09-10-2015

<b>00002 - Developing enabling strategies and approaches</b>	
End Date	31/03/16
Status	On Target
Progress	It was decided by JLT at their meeting on 19 November that no enabling strategies would be created. Instead a delivery plan will be created with strategic actions entered into Sycle. The delivery plan will be considered by Shadow Policy & Resources Committee at their meeting on 23 March 2016 03-03-2016

<b>00003 - Develop and introduce a performance management framework</b>	
End Date	01/09/17
Status	On Target
Progress	<p>It was decided by SLT at their meeting on 19 November to further simplify performance management to subsume enabling strategies within a single corporate delivery plan that would underpin the Community Safety Plan. The performance policy has been approved by SLT and Members. The Draft Community Safety Plan and delivery plan will be considered by Policy &amp; Resources Committee at their meeting on 23 March 2016.</p> <p>SLT required that the framework be amended so that it reflected the inclusion of key lines of enquiry to Local Performance and Scrutiny Committee and this has been completed. A Members Dashboard has been created and Members have been briefed at an introductory meeting of each Performance and Scrutiny Committee. The dashboard will be considered by Local Performance &amp; Scrutiny Committee meetings in May. The creation of Sycle continues with Head of Department plans being signed off in March and Strategic Projects will be placed before Policy &amp; Resources Committee as they are created. There are some delays in the creation of Key Performance Indicators caused by difficulties associated with integration of the mobilising system with back end processes in Wiltshire and progress is being reported to SLT every week. Training on Sycle begins on 9 March 03-03-2016</p>

<b>00004 - Harmonised insurance policy, procedures and contracts</b>	
End Date	29/02/16
Status	Completed
Progress	Procurement for a new contract has been completed and has been approved by SLT and Members. The new contract has now been awarded and signed 04-03-2016

<b>00005 - Implementation of a single finance system and coding structure</b>	
End Date	31/03/16
Status	On Target
Progress	<p>Consultancy support remains ongoing as we get closer to 1 April, and live environment is being built in anticipation of switching over on 1 April. Functional workshops and section meeting have been held and coding will be developed for departmental requirements aligned to budget responsibility when budget managers are known. Training plans for system and end users have been developed and carried out in Feb; more due in March. 04-03-2016</p>

<b>00006 - A single set of financial regulations, financial procedures and contract procedure</b>	
End Date	29/01/16
Status	On Target
Progress	<p>Work continues to amend current procedures developing single finance and procurement processes/procedures when the new Authority is established from 1 April 2016.</p> <p>Draft regulations were approved by the Shadow Fire Authority in February 2016 to be adopted by the full authority on 1 April 16. 04-03-2016</p>

<b>00007 - Review of future capital investment requirements</b>	
End Date	29/01/16
Status	On Target
Progress	<p>Capital investment requirements from the two existing Medium Term Finance Plan documents are being reviewed and included within the new Medium Term Finance Plan. The property portfolio will inform future capital investment in estates, and approval has been given by the Authority to carry out a full valuation and conditions survey exercise. Operational Assets have been assessed but again will be dependent in future years on the outcome of the IRMP and fire cover review. Work is ongoing as a part of ICT harmonisation 04-03-2016</p>

<b>00009 - Values and Behaviour Standards</b>	
End Date	31/03/16
Status	On Target
Progress	<p>Following analysis of the key themes and sentiments from structured interviews in September, a framework has been approved This will be based on the RESPECT framework currently in use in Wiltshire which will be linked to Dorset's uni-dimensional framework. An Engagement and Communications Plan (including Stakeholder Analysis) is being developed including guidance and "marketing" materials to support the embedding of the framework across DWFRS. The timing of our "launch" needs to be carefully considered in light of on-going staff communications concerning transition to new Service roles, new pay and grading (for corporate staff) and potential location changes for some individuals. The Change Forum has a schedule of regular meetings in calendars and has participated in the KPMG audit of combination work. A revised Values and</p>

	Behaviours paper will be considered by SLT at their meeting on 9 March 03-03-2016
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#### 00010 - Performance and Quality Standards

End Date	31/12/15
Status	On Target
Progress	<p>Work has progressed on this mandate in two streams. The first is looking at quality standards. Members attached to workstream 2 approved a final set of recommended standards at their meeting in November The approved list of quality standards has now been entered into Sycle. Work</p> <p>The second stream is looking at the creation of a station audit process. A number of approaches for a range of different fire services have been considered and an approach has been created. Work on station audits will begin on a planned basis after the new service is officially created 03-03-2016</p>

#### 00011 - Internal Audit Contract provision

End Date	31/01/16
Status	On Target
Progress	<p>Internal Audit provision for the new Service was put out to tender and Gateway Assure Ltd have been appointed the new auditors. The Plan and Strategy for the new service will be discussed at an informal meeting e.g. the Shadow Finance and Audit Committee, agreeing in principle the plan for 2016/17, to be approved at the July meeting of the Finance and Audit Committee. 04-03-2016</p>

#### Risks

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

Effects	Failure to deliver key milestones and deliverables will hamper the creation of an effective new Service from 1 April 2016
Active	Yes
Risk Score	8
Mitigation	Pro-active management reporting of the progress of the overall workstream and individual mandates. Mandate and Workstream Reporting is under way. Regular meetings have been set up between Workstream Lead and Programme Lead to identify issues. 4 Members have been appointed to scrutinise the work completed within this workstream
Date Raised	28/03/15
Progress on Actions	This risk has been reviewed. All mandates are currently on target and are subject to regular review and scrutiny and no change to the risk scoring is required although staff pressures are growing as deadlines are getting closer 04-03-2016

**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 although limited qualified staff to undertake the work within the deadlines needs to be continually reviewed 04-03-2016

**Costs**

Budget Allocation	
Expenditure	
Narrative	Information on costs is contained within the Programme Report

**Benefits****BEN.50.02 - Future capital Investment**

Savings	
Status	On Target



# Workstream 3 Report

## General Information

### Workstream 3 - Safety centre, strategic hub and joint control

Reporting Date	12/03/16
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## Summary of progress

<p>Manager's Report</p>	<p><b>Networked Fire Control Services Partnership (NFCSP)</b></p> <p>Although there are a number of outstanding technical issues, the NFCSP solution continues to work well from a Hampshire and Service Control Centre point of view. The final part of the programme i.e. Devon &amp; Somerset going live has seen a re-alignment of dates to ensure full functionality is delivered. An approach to resourcing the NFCSP going forward has been agreed and this will be delivered centrally across the partnership. A process to select this team is currently underway.</p> <p><b>Service Control Centre (SCC)</b></p> <p>The Service Control Centre will be moved into a business as usual state from a local management perspective. Further works required to optimise efficiencies and effectiveness has been captured in a single delivery plan managed within the SCC team. There are still outstanding general issues including the quality of data received from the mobilising software. In addition, in Wiltshire there are also interfacing issues between the commercially provided incident recording software and the mobilising software provided by Capita. Whilst officers are working hard to resolve these issues, the ability of Wiltshire to correctly monitoring their operational performance is currently compromised until this is resolved. A number of new operators have started their training within the Service Control Centre, to ensure that staffing is maintained at the optimum level.</p> <p><b>Strategic Hub and the wider estate</b></p> <p>All legal documents have now been agreed. The shadow Authority has taken possession on 1 February 2016 and the Strategic Hub will be operational by 1 April 2016. A celebration of the new Service will be held at Five Rivers immediately after the Authority meeting on 1 April. Dorset Police have indicated that they would like to use the whole of the Wimborne Road shared office in Poole, so efforts are now in hand to find an alternative office location for personnel in the Bournemouth/ Poole area.</p> <p><b>Safety Centre</b></p> <p>The outline business case has been approved by Members at the last meeting. Detailed design work continues and the Heads of Terms are subject to final review and will form the basis of the agreement to lease.. The procurement of design and build contractors is underway and planning consultants are being commissioned to support the wider development. The planning for the longer term governance</p>
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	arrangements are well advanced. 12-03-2016
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Status of Mandates	On Target
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Risk Status	On Target
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### Issues

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

Impact	
What has been done so far?	
Action Required	

### Mandates

#### 00001 - Strategic Hub

End Date	31/03/16
Status	On Target
Progress	All legal documents have now been agreed. The shadow Authority has taken possession on 1 February 2016 and the Strategic Hub will be operational by 1 April 2016. A celebration of the new Service will be held at Five Rivers immediately after the Authority meeting on 1 April. Dorset Police have indicated that they would like to use the whole of the Wimborne Road shared office in Poole, so efforts are now in hand to find an alternative office location for personnel in the Bournemouth/Poole area 12-03-2016

#### 00002 - The Safety Centre

End Date	31/03/17
Status	On Target
Progress	The outline business case has been approved by Members at the last meeting. Detailed design work continues and the Heads of Terms are subject to final review and will form the basis of the agreement to lease. The procurement of design and build contractors is underway and planning consultants are being commissioned to support the wider development. The planning for the longer term governance arrangements are well advanced. Sponsorship and partnering activities are well under way and market research is being progressed to support the business case for member approval in January 2016. 12-03-2016

#### 00003 - JCCC and NFCSP (to go live)

End Date	20/07/15
Status	On Target

Progress	Although there are a number of outstanding technical issues, the NFCSP solution continues to work well from a Hampshire and Service Control Centre point of view. The final part of the programme i.e. Devon & Somerset going live has seen a re-alignment of dates to ensure full functionality is delivered. An approach to resourcing the NFCSP going forward has been agreed and this will be delivered centrally across the partnership. A process to select this team is currently underway. 12-03-2016
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#### 00005 - Property Asset Management

End Date	31/12/15
Status	None
Progress	This has been subsumed in a different mandate

#### Risks

##### 00002 - Lack of capacity to delivery 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 12-03-2016

#### Costs

Budget	
Expenditure	
Narrative	Information on costs is contained in the Programme Report

#### Benefits

##### BEN.51.01 - JCCC

Savings	
Status	On Target



## Workstream 4 Report

### General Information

#### Workstream 4 - Service Delivery and Operational Assets

Reporting Date	13/03/16
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### Summary of progress

#### Manager's Report

**Establish Strategic Priorities and structures for Prevention, Protection, Response Delivery, Response Support and Operational Assets.** The priorities for service delivery have been agreed and the command structure now aligned to political boundaries and Area Boards. The vast majority of Station Managers and Group Managers have been aligned to their new job roles, including district commanders each looking after between one and four fire stations. Interviews are being held in March to appoint a new Area Manager, following the move of AM Mark Gaskarth to Royal Berkshire FRS. Following the wholtime firefighter recruitment process last year, it is intended that eight new firefighters will join the Service from 1 April.

**Response standards and an integrated risk management programme (IRMP).** The priorities for the IRMP are currently being scoped with business cases through a working group led by DCFO Aldridge. The response standards have now been agreed by the Committee with the targets to be proposed by the Local performance and scrutiny committees in 2016.

**Flexi Duty System** A new FDS rota for operational officers has now been agreed with the representative bodies. An interim management software solution will be in place for 1 April 2016. 12-03-2016

Status of Mandates	On Target
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Risk Status	On Target
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Mandates	
<b>00001 - IRMP</b>	
End Date	16/10/15
Status	On Target
Progress	The priorities for the IRMP are currently being scoped with business cases through a working group led by DCFO Aldridge. The response standards have now been agreed by the Committee with the targets to be proposed by the Local performance and scrutiny committees in 2016.12-03-2016

<b>00002 - Flexible Duty system</b>	
End Date	01/04/16
Status	On Target
Progress	<b>FDS</b> A new FDS rota for operational officers has now been agreed with the representative bodies. An interim management software solution will be in place for 1 April 2016.12-03-2016

<b>00003 - Response Delivery, Response Support and Operational Assets</b>	
End Date	31/03/16
Status	
Progress	“ <b>Response Delivery, Response Support and Operational Assets.</b> The priorities for service delivery have been agreed and the command structure now aligned to political boundaries and Area Boards. The vast majority of Station Managers and Group Managers have been aligned to their new job roles, including district commanders each looking after between one and four fire stations. Interviews are being held in March to appoint a new Area Manager, following the move of AM Mark Gaskarth to Royal Berkshire FRS. Following the wholetime firefighter recruitment process last year, it is intended that eight new firefighters will join the Service from 1 April.12-03-2016

Risks	
<b>00002 - Consultation and Negotiation of the FDS</b>	
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	6
Mitigation	Ongoing consultations and negotiations are being delivered
Date Raised	07/07/15
Progress on Actions	This risk has been reviewed and although a new FDS approach has been agreed the risk scoring reduced 12-03-2016

<b>Costs</b>	
Budget	
Expenditure	
Narrative	Information on Costs is contained within the Programme Report

<b>Benefits</b>	
<b>BEN.48.02 - Assets</b>	
Savings	
Status	On Target



## Workstream 5 Report

### General Information

#### Workstream 5 - People and organisational design

Reporting Date	12/03/16
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### Summary of progress

Manager's Report

#### Competence Framework

Officers are currently prioritising the harmonisation of courses for 2016. Incident Command has been identified as the initial area of attention due to new legislation being released early 2016. The Casualty Care programme is being adopted in Wiltshire and training has started. Other areas of similar training are being shared where possible. Consultation associated with new competence procedures has commenced and feedback being collated from staff and their representative bodies. A single system for recording competence is still being determined via an external audit report. Operational competence across both organisations is being assured through a gap analysis report to senior managers, with historic and predicted competence levels and associated plans for the maintenance of operational competence in each organisation.

#### Organisational Design and Staff Transition

Matching and slotting against the agreed structure and job descriptions continues. The process has been agreed with representative bodies and is being independently. A significant programme of support is in place for staff via departmental staff briefings; dedicated HR support at one to one consultation meetings, and support from a dedicated transition team. The programme remains on track with very few appeals. Requests for voluntary redundancy and early retirement are being considered and approved as part of this process.

#### HR Framework

The HR procedural prioritisation; procurement contract reviews and HR management system migration plan. It also provides direction for other CFA legal requirements such as pay policy and pension discretions policy. Procedure work is largely on track. Consultation meetings are ongoing with trade unions fortnightly and staff briefings have been completed. The HR system continues to be externally reviewed with significant technical analysis being undertaken. Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16. 12-03-2016

Status of Mandates	On Target
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Risk Status	On Target
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### Issues

#### 00001 - RESOLVED - Lack of sufficient Technical HR capacity

Impact	Failure to deliver the mandates being managed within this workstream
What has been done so far?	There has been recognition that more resources will be required to sustain the work as we move forward. The current provision within the agreed budget is for 3 extra posts. Two of the posts have been filled using a mixture of additional hours for some HR staff and through back fill and release into the programme.
Action Required	<p>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.</p> <p>Proposed use of South West Councils to manage bulk of Job Evaluations will help to mitigate impact on HR staff 11-05-2015</p>

### Mandates

#### 00001 - Staff Transition

End Date	31/03/16
Status	On Target
Progress	This mandate has now been subsumed 12-03-2016

#### 00002 - Organisational Design & Staff Transition

End Date	31/03/16
Status	On Target
Progress	<p>Matching and slotting against the agreed structure and job descriptions continues. The process has been agreed with representative bodies and is being independently. A significant programme of support is in place for staff via departmental staff briefings; dedicated HR support at one to one consultation meetings, and support from a dedicated transition team. The programme remains on track with very few appeals. Requests for voluntary redundancy and early retirement are being considered and approved as part of this process. 12-03-2016</p>

**00003 - HR Framework**

End Date	31/03/16
Status	On Target
Progress	The HR procedural prioritisation; procurement contract reviews and HR management system migration plan. It also provides direction for other CFA legal requirements such as pay policy and pension discretions policy. Procedure work is largely on track. Consultation meetings are ongoing with trade unions fortnightly and staff briefings have been completed. The HR system continues to be externally reviewed with significant technical analysis being undertaken. Contract reviews have taken place and it is likely that no major procurement exercises will happen before April 16. 12-03-2016

**00004 - Competency Framework**

End Date	31/03/16
Status	On Target
Progress	Officers are currently prioritising the harmonisation of courses for 2016. Incident Command has been identified as the initial area of attention due to new legislation being released early 2016. The Casualty Care programme is being adopted in Wilshire and training has started. Other areas of similar training are being shared where possible. Consultation associated with new competence procedures has commenced and feedback being collated from staff and their representative bodies. A single system for recording competence is still being determined via an external audit report. Operational competence across both organisations is being assured through a gap analysis report to senior managers, with historic and predicted competence levels and associated plans for the maintenance of operational competence in each organisation.  12-03-2016

**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	The risk has been reviewed and has not changed 12-03-2016

<b>Costs</b>	
Budget	
Expenditure	
Narrative	Information on costs is contained in the Programme Report

<b>Benefits</b>	
<b>BEN.52.01 - Assets Functional Review</b>	
Savings	
Status	On Target

<b>BEN.52.03 - ICT Functional Review</b>	
Savings	
Status	On Target

<b>BEN.52.04 - Other staff not yet included in Functional Review</b>	
Savings	
Status	On Target



## Workstream 6 Report

### General Information

#### Workstream 6 - ICT and information management

Reporting Date	14/03/16
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### Summary of progress

#### Manager's Report

#### **Infrastructure - Network and storage:**

*Network, Servers and Storage:* Our connection between the two server rooms is now active and operation with up graded technical switches in place. All Local Area Network configurations and routing requirements are in place to allow all devices to talk to one another across the new Service. Wireless coverage is in place across all sites to allow mobile working for all staff. There are some minor issues some types of mobile phones at a small number of Wiltshire sites. This is an issue that is under investigation. Resilient internet lines are installed and configured, with final internet fail-over to be delivered mid-March. All Servers installed and connected to storage. Operating systems and virtualising software installed to reduce the number of servers and running costs. System migrations to the new infrastructure to commence and approximately one third achieved. *Telephony:* Digital phone lines are installed and configured with direct dial numbers. However, all numbers cannot be fully assigned to names which are dependent on the departmental matching and slotting process. Dial plan have been developed and agreed upon. Switch-over to the new telephony system will be 28th and 29th March

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

#### **Software**

The 3 year risk assessed management system migration plan will be created for delivery during 2016. The governance arrangements are being formulated for agreement by SLT along with a prioritised list of core systems for 2016/17. The finance system is currently on track and the performance management software is experiencing some minor slippages which are not thought to be significant but are being affected by Wiltshire's incident recording system. As well as mapping the systems and costs, JLT have commissioned an independent HR consultant to explore the best way forward for the HRMIS and competence systems as this is thought to be an early priority. Currently the work is on-track.

#### **Information Management -**

The Information management policy statement has been approved by Members. Procedures for ensuring compliance with legislative requirements have been developed and externally validated by Evolve and in some instances formulated in discussion with the information commissioner's office. The ICT Change Management Procedure has been drafted. This work is all on track. Discussions have taken place with Prevention teams to ensure that appropriate Data Sharing

	<p>Agreements are in place for the new Service and Egress secure email has been implemented in Wiltshire. The new staff information site <a href="http://www.dwfirestaff.com">www.dwfirestaff.com</a> is being extensively used by staff to support the consultation exercise over staffing structures. The site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new Service. The new website site is significantly developed. The providers have completed a risk assessment based on the Government Cyber Security guidelines which has been verified by our joint CLAS consultant to ensure that the software being used and external hosting arrangements being provided, present the Service with no significant vulnerabilities and provide assurance that security risks are well managed. New images for the new site are being secured and officers are now migrating content. This will incorporate new branding and reflect the vision of the new Service. After the new structures are confirmed in April, content managers for each department can be identified and training rolled out ahead of go live. As agreed at the January meeting, the work to progress the intranet will be carried forward into 2016/17 along with a number of smaller items of technical up grades that were always planned for next year.</p> <p>External and internal auditors continue to have significant confidence in the work being undertaken.</p> <p>12-03-2016</p>
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Status of Mandates	On Target
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Risk Status	On Target
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<b>Issues</b>
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<b>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.</b>
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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

<b>00002 - RESOLVED The Integration of VOIP project will commence in May- issues escalated to resolve potential technical capacity issue.</b>
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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

<b>Mandates</b>	
<b>00001 - Website</b>	
End Date	31/03/16
Status	On Target
Progress	This mandate has now been subsumed into Information Management 12-03-2016

<b>00002 - Information Management</b>	
End Date	31/03/16
Status	On Target
Progress	<p>The Information management policy statement has been approved by Members. Procedures for ensuring compliance with legislative requirements have been developed and externally validated by Evolve and in some instances formulated in discussion with the information commissioner's office. The ICT Change Management Procedure has been drafted. This work is all on track. Discussions have taken place with Prevention teams to ensure that appropriate Data Sharing Agreements are in place for the new Service and Egress secure email has been implemented in Wiltshire. The new staff information site <a href="http://www.dwfirestaff.com">www.dwfirestaff.com</a> is being extensively used by staff to support the consultation exercise over staffing structures. The site is being developed to support access to policies and procedures and the intention is to use this site from April 2016 as a single communications site for the new Service. The new website site is significantly developed. The providers have completed a risk assessment based on the Government Cyber Security guidelines which has been verified by our joint CLAS consultant to ensure that the software being used and external hosting arrangements being provided, present the Service with no significant vulnerabilities and provide assurance that security risks are well managed. New images for the new site are being secured and officers are now migrating content. This will incorporate new branding and reflect the vision of the new Service. After the new structures are confirmed in April, content managers for each department can be identified and training rolled out ahead of go live. As agreed at the January meeting, the work to progress the intranet will be carried forward into 2016/17 along with a number of smaller items of technical up grades that were always planned for next year.</p> <p>External and internal auditors continue to have significant confidence in the work being undertaken.</p> <p>12-03-2016</p>

<b>00003 - Information Assurance and Security</b>	
End Date	31/03/16
Status	On Target
Progress	This mandate has now been subsumed into Information Management 12-03-2016

<b>00008 - Infrastructure and Software</b>	
End Date	31/03/16
Status	On Target

Progress	<p><b>Infrastructure - Network and storage:</b></p> <p><i>Network, Servers and Storage:</i> All inter-data centre traffic now being transferred across the 10Gb link. Upgraded core switches purchased and installed, and all LAN configurations and network routing in place to support full connectivity across all LAN's. Wireless SID's are now broadcast at all sites, providing connectivity for all users. There are some minor issues with iPhone at a small number of Wiltshire sites. This is an iPhone configuration issue that is under investigation. Resilient internet lines are installed and configured, with final internet fail-over to be delivered mid-March. All Servers installed and connected to storage. Operating systems and VMWare installed. 10Gb link fully commissioned and in use. System migrations to the new infrastructure to commence from w/c 15th February. <i>Telephony:</i> SIP Trunks installed and configured with DDI numbers as of 12th February. However, all numbers cannot be assigned to names until there is more certainty around who will be sat within what role. Dial plan developed and agreed upon. Switch-over to the new telephony system will be 28th and 29th March</p> <p>External and internal auditors continue to have confidence in the ICT programme and project management arrangements.</p> <p><b>Software</b> - The 3 year risk assessed management system migration plan will be created for delivery during 2016. The governance arrangements are being formulated for agreement by SLT along with a prioritised list of core systems for 2016/17. The finance system is currently on track and the performance management software is experiencing some minor slippages which are not thought to be significant but are being affected by Wiltshire's incident recording system. As well as mapping the systems and costs, JLT have commissioned an independent HR consultant to explore the best way forward for the HRMIS and competence systems as this is thought to be an early priority. Currently the work is on-track.</p> <p>12-03-2016</p>
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#### 00010 - Windows Active Directory

End Date	31/03/15
Status	On Target
Progress	This mandate has now been subsumed into Infrastructure and Software Mandate 12-03-2016

#### 00011 - Integration of telephone (VOIP)

End Date	31/03/16
Status	On Target
Progress	This mandate has now been subsumed into Infrastructure and Software 12-03-2016

#### 00013 - Server Room Resilience

End Date	01/04/16
Status	On Target

Progress	This mandate has now been subsumed into Infrastructure and Software 12-03-2016
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## 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 12-03-2016

### 00002 - Failure to harmonise Information Management arrangements

Effects	It is essential that Information management systems are harmonised from day 1 to provide the level of legal compliance required
Active	Yes
Risk Score	8
Mitigation	Involvement in the South West Regional Information Security Initiative, Creation of harmonised policies and procedures
Date Raised	10/03/15
Progress on Actions	The risk has been reviewed and there are no changes required 12-03-2016

## Costs

Budget	
Expenditure	
Narrative	Information on the costs are contained within the Programme Report

## Benefits

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

Savings	
Status	On Target

## Appendix B Financial Report ( as at 31 January 2016)

						Savings Profile					
		Savings to Date	Projection Feb-Mar	Projection 2015/16	Remaining Savings Required 2015/16	Savings 2015/16	Savings 2016/17	Savings 2017/18	Savings 2018/19	Savings 2019/20	TOTAL Savings
	<b>Workstream Programme</b>	£	£	£	£	£	£	£	£	£	£
	Programme	0	0	0	0	0	10,300	0	0	0	10,300
1	Corporate Governance	206,000	0	206,000	0	206,000	10,300	80,700	63,300	0	360,300
2	Strategic and Organisational Development	100,000	0	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	0	110,000	268,000	380,000	0	0	758,000
4	Service Delivery and Operational Assets	23,000	0	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	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	0	0
		<b>730,600</b>	<b>0</b>	<b>730,600</b>	<b>0</b>	<b>730,600</b>	<b>2,208,200</b>	<b>2,583,200</b>	<b>63,300</b>	<b>0</b>	<b>5,585,300</b>
	<b>Cumulative</b>					<b>730,600</b>	<b>2,938,800</b>	<b>5,522,000</b>	<b>5,585,300</b>	<b>5,585,300</b>	<b>5,585,300</b>

Spend to Jan 16	Projection Feb-Mar	Projection 2015/16	Budget Remaining 2015/16	Cost Profile					
				Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	TOTAL Budget

	Workstream Programme	£	£	£	£	£	£	£	£	£	
	Programme	83,104	17,339	100,443	28,543	71,900	11,800	0	0	0	83,700
1	Corporate Governance	51,659	16,306	67,966	-87,034	155,000	50,000	0	0	0	205,000
2	Strategic and Organisational Development	128,435	31,405	159,840	65,840	94,000	85,600	50,600	10,600	10,600	251,400
3	Safety Centre, Strategic Hub and Joint Control	485,472	1,113,358	1,598,830	-609,370	2,208,200	3,277,550	50,000	50,000	25,000	5,610,750
4	Service Delivery and Operational Assets	3,750	69,800	73,550	63,550	10,000	0	0	0	0	10,000
5	People and Organisational Design	85,540	530,562	616,102	284,102	332,000	426,000	0	0	0	758,000
6	ICT and Information Management	507,279	468,937	976,216	-321,084	1,297,300	417,400	200,000	0	0	1,914,700
		<b>1,345,240</b>	<b>2,247,707</b>	<b>3,592,946</b>	<b>-575,454</b>	<b>4,168,400</b>	<b>4,268,350</b>	<b>300,600</b>	<b>60,600</b>	<b>35,600</b>	<b>8,833,550</b>

## Funding by:

- Transformation grant & matched funding	-770,245	-1,668,612	-2,438,857	556,543	-	-	-	-	-	-	-
- Available transformation reserves	-574,994	-579,095	-1,154,089	18,911	3,005,400	3,502,350	-10,600	-10,600	-10,600	-10,600	-6,539,550
	<b>-1,345,240</b>	<b>-2,247,707</b>	<b>-3,592,946</b>	<b>575,454</b>	<b>1,163,000</b>	<b>-766,000</b>	<b>290,000</b>	<b>-50,000</b>	<b>-25,000</b>	<b>-25,000</b>	<b>-2,294,000</b>
					<b>4,168,400</b>	<b>4,268,350</b>	<b>300,600</b>	<b>-60,600</b>	<b>-35,600</b>	<b>-35,600</b>	<b>-8,833,550</b>