

Transforming



HAMPSHIRE
FIRE AND
RESCUE
SERVICE



Project Initiation Document

Delivering Differently in Partnership

Version control page

Document description

Document name	Delivering Differently in Partnership – Project Initiation Document
Author	Graham Bayliss – iESE Senior Business Consultant
Contributors	Isle of Wight Fire & Rescue Service Senior Officers Hampshire Fire & Rescue Service Senior Officers

Version control

Version	Date	Author	Description
0.1	18/11/2014	Graham Bayliss	Initial Draft
0.2	26/11/2014	Graham Bayliss	Incorporation of changes to Business Case
0.3	04/12/2014	Graham Bayliss	Incorporation of changes to Business Case
0.4	05/12/2014	Graham Bayliss	Incorporation of changes to Business Case
0.5	11/12/2014	Graham Bayliss	Final Draft for Submission
1.0	19/12/2014	Graham Bayliss	Final Document Approved by DDIP Programme Board

Contents

Version control page	1
Document description	1
Version control	1
Contents	2
1.0 Purpose	3
2.0 Background	4
3.0 Project objectives	6
4.0 Constraints and assumptions	6
5.0 Interfaces	6
6.0 Project Approach & Scope	7
7.0 Business Case	9
7.1 Summary of benefits.....	10
8.0 Project Management Structure	11
9.0 Role Descriptions	11
10.0 Quality Management Strategy	14
10.0 Configuration Management Strategy	14
11.0 Risk & Issue Management	15
12.0 Communication Management Strategy	17
13.0 Project Plan	19
14.0 Project Controls	19
Annex A – Risk Register	20
Annex B – Stakeholder Analysis	23

1.0 Purpose

The purpose of the Project Initiation Document is to define the project, in order to form the basis for its management and an assessment of its overall success. The Project Initiation Document gives the direction and scope of the project and forms the 'contract' between the Project Manager and the Project Board.

The three primary uses of the Project Initiation Document are to:

- Ensure that the project has a sound basis before asking the Project Board to make any major commitment to the project
- Act as a base document against which the Project Board and Project Manager can assess progress, issues and ongoing viability questions
- Provide a single source of reference about the project so that people joining the project can quickly and easily find out what the project is about, and how it is being managed.

The Project Initiation Document is a living product in that it should always reflect the current status, plans and controls of the project. Its component products will need to be updated and re-baselined, as necessary, at the end of each stage, to reflect the current status of its constituent parts.

2.0 Background

The Isle of Wight Fire & Rescue Service is required to make financial savings to support the Isle of Wight Council's budget strategy.

Previously, Isle of Wight Fire & Rescue Service has made efficiencies in terms of reductions in support staff and senior management level positions. Isle of Wight Fire & Rescue Service has also added value to the Isle of Wight Council by taking on the management of the Road Safety Teams and Emergency Management Department.

Both Isle of Wight and Hampshire Fire and Rescue Services have and continue to improve the service that they deliver to residents. The Isle of Wight Fire & Rescue Service has been on a journey of improvement from a very poor baseline 10 years ago. The Isle of Wight Fire & Rescue Service has demonstrated innovative approaches to transformation and cost saving whilst focussing on delivering outcomes to its communities. This includes a partnership with Surrey Fire and Rescue Service in provision of fire control and mobilising, changes in duty systems, 25% reduction in front line resources and great improvements in balancing prevention, protection and response. However, given the growing economic and operational challenges placed upon a very small Fire and Rescue Service, the economies of scale are challenging their abilities to respond to these changing requirements

It is also recognised within Isle of Wight Fire & Rescue Service's successful 2014 Operational Assessment Peer Review that capacity, resilience and sustainability within the service was an issue and further collaboration was therefore recommended.

Against a background of continued financial pressures faced by the Isle of Wight Council, a mandate has therefore been given to the Chief Fire Officer of Isle of Wight Fire & Rescue Service, to explore the feasibility of a formal partnership with Hampshire Fire and Rescue Service.

The agreement will build on the existing Section 16 Agreement between Isle of Wight Fire and Rescue Service and Hampshire Fire and Rescue Service with mutually agreed frequency reviews. This will likely cause us to revisit the Section 13 Agreement in the future. During the project delivery phase the partnership creation will be managed by exception and reviewed at key stage milestones by the programme board.

If further savings are required by the Isle of Wight Fire and Rescue Authority during the timescales of the Section 16 Agreement, Hampshire Fire and Rescue Service will be able to provide a Risk Review process. The Risk Review is a special project set up within Hampshire Fire and Rescue Service to look at the way it currently provides its core frontline services. This will be an additional service and Isle of Wight Fire and Rescue Authority would need to identify the savings to be achieved. This will not exclude the right of the new Chief Officer making recommendations to the Isle of Wight Fire and Rescue Authority in relation to Hampshire Fire and Rescue Service or other Fire and Rescue Service's risk review processes.

Hampshire Fire & Rescue Service are planning to manage a forecast funding gap of £12.2m by 2018/19. As part of this budget strategy Hampshire Fire & Rescue Service has clearly stated that it will seek to gain the maximum benefit out of all of its existing assets including people. Delivering Differently in Partnership will see senior officers & functions provided by Hampshire Fire & Rescue Service from 2015/16 at a cost recoverable through Isle of Wight Fire & Rescue Service which will contribute to Hampshire Fire & Rescue Service retaining its current structures and capacity.

Both the Isle of Wight Fire & Rescue Authority and Hampshire Fire & Rescue Authority have stated that a full merger with another Fire and Rescue Service should not be considered as an option at this time. Equally, doing nothing is not financially viable, would not assist in organisational improvement and therefore is not considered a reasonable option.

The Delivering Differently in Partnership project will be ground breaking, a pioneering and innovative example of co-operation which will see the two services taking advantage of economies of scale, existing capacity, knowledge management and technology to achieve greater levels of efficiency and effectiveness across a range of operational service areas, whilst maintaining their own political governance and identity.

3.0 Project objectives

The creation of a formal partnership between Isle of Wight Fire and Rescue Authority and Hampshire Fire and Rescue Authority to ensure;

Continued effective delivery of Fire and Rescue services.

Reduction of the cost of provision of the Isle of Wight Fire & Rescue Service to assist the Isle of Wight Council achieve efficiency savings.

Standards of service provision are not reduced in a way that adversely affects Isle of Wight and Hampshire residents.

A platform is created for the future delivery of both services

The Isle of Wight Council retains financial and political control and accountability of its Fire and Rescue Service as the Fire Authority

4.0 Constraints and assumptions

The project will be constrained by;

- Budget (as set out in the Business Case)
- Time (as set out in the Business Case)
- Existing contracts with suppliers
- Existing agreements with existing partners
- ICT systems
- Internal capacity to deliver

5.0 Interfaces

The other projects and pieces of work that interface with this project are:

- Isle of Wight Council Corporate Transformation Programme
- Hampshire Fire & Rescue Service Transformation Programme

6.0 Project Approach & Scope

The creation of a formal partnership between Isle of Wight Fire and Rescue Service and Hampshire Fire and Rescue Service covering the following areas:

1. **Strategic Leadership** - Hampshire Fire & Rescue Service to deliver Isle of Wight Fire & Rescue Service Chief Fire Officer and senior leadership functions at an agreed cost per year. Isle of Wight Fire & Rescue Service intends to re-model the service management structure by removing senior officer roles from its current organisational hierarchy. These roles will not be provided within Isle of Wight Fire & Rescue Service, however the accountability and responsibilities of these roles will pass to officers within Hampshire Fire & Rescue Service. As a direct outcome of the project Strategic Operational Command will also be undertaken by Hampshire Fire & Rescue Service. Political decision making and accountability processes will be required to be clearly set out and in accordance with the Isle of Wight Constitution.
2. **Partnership Development** – Changes in structure will be required to meet service needs as the various products of Delivering Differently in Partnership are delivered. .
3. **Corporate Support Reorganisation** – Delivery of alternative Back Office/Corporate Support arrangements (including HR, Finance, and ICT) will be considered through Hampshire Fire & Rescue Service.
4. **Revised Incident Command Structure** - Revised Incident Command system for flexible duty officers within Isle of Wight Fire & Rescue Service supported by an enhanced Strategic Command Team provided by Hampshire Fire & Rescue Service.
5. **Fleet and Equipment** – Isle of Wight Fire & Rescue Service currently provides a Technical Support and Operations Manager. This role has responsibility for the Management of Fleet and Equipment as well as the Operational Planning role for the service. There is currently insufficient capacity to carry out both roles effectively. Capacity can be realised within Isle of Wight Fire & Rescue Service by delegating responsibility for the Fleet and Equipment Management role to Hampshire Fire & Rescue Service. In completing this project Isle of Wight Fire & Rescue Service will be able to allocate the resulting released capacity to Local Operational Planning and delivery of Operational Support Functions.
6. **Service Policy & Orders and Tactical Operational Guidance (TOG)** - Hampshire Fire & Rescue Service will deliver to Isle of Wight Fire & Rescue Service policy & procedures and maintain version control. Hampshire Fire & Rescue Service and Isle of Wight Fire & Rescue Service will harmonise operational policy and procedures. Hampshire Fire & Rescue Service will provide TOG's on behalf of Isle of Wight Fire & Rescue Service over an 18 month implementation period. Implementation of TOG's into Isle of Wight Fire & Rescue Service will be in accordance with the Collaborative Partnership and National Operational Guidance implementation process following a high level gap analysis. Hampshire Fire & Rescue Service will provide and maintain version control and updating of TOG's for Isle of Wight Fire & Rescue Service after implementation.
7. **Training and Development**– Hampshire Fire & Rescue Service will manage Isle of Wight Fire & Rescue Service training and development needs. Hampshire Fire & Rescue Service training and development provision is scalable and flexible.
8. **Training Support** – Hampshire Fire & Rescue Service will manage and administer training support. A further feasibility study will be completed in conjunction with the work on Training and Development requirements.

-
9. **Data and Knowledge Management** - This is an important service that Hampshire Fire & Rescue Service will assist in developing and providing for the Isle of Wight Fire & Rescue Service. Due to the links with the Network Fire Control Services Partnership a detailed technological gap analysis is to be completed. The Community Fire Risk Management Information System will be co-hosted in partnership with Hampshire Fire & Rescue Service.
 10. **Network Fire Control Services Partnership Inclusion** - Movement of the current call handling and mobilisation centre provided by Surrey Fire and Rescue Service to the Network Fire Control Services Partnership. This partnership consists of Hampshire, Devon and Somerset, Dorset and Wiltshire Fire and Rescue Services.

7.0 Business Case

The Delivering Differently in Partnership project will be the first of its kind in the sector.

The Delivering Differently in Partnership project will be groundbreaking: A pioneering and innovative example of co-operation which will see the two services taking advantage of economies of scale, existing capacity, knowledge management and technology to achieve greater levels of efficiency and effectiveness across a range of operational service areas, whilst maintaining their own political governance and identity. This will be an original approach to an increasingly common situation and it is likely to be of interest to others in the sector.

Delivering Differently in Partnership builds on the Government response to the Fire Futures Review which stated “ *The Fire and Rescue Service needs to be able to adapt to meet the needs of a continually evolving delivery environment; it needs to respond to the challenges of greater expectations from citizens of public services and to do so with reduced public funding. To meet these challenges the Service needs strong local leadership and the ability to work effectively in collaboration at different levels.* “

“FACING THE FUTURE: Findings from the review of efficiencies and operations in fire and rescue authorities in England” by Sir Ken Knight includes the following supporting key findings;

“The 46 fire and rescue authorities, each with different governance structures, senior leaders, and organisational and operational quirks does not make for a sensible delivery model. Mergers can be a solution, but there is a lack of local political appetite and incentive to combine.”

“Where fire and rescue authorities can provide business cases for local merger, showing clear, achievable efficiencies, central government should step forward to provide financial support for transition.”

This business case does not suggest a formal merger but an innovative & pioneering partnership. With this in mind, Isle of Wight Fire and Rescue Service have started conversations with the DCLG regards the potential of a future funding bid and this suggestion has been received positively. A funding bid of £941,000 will be made to assist in the implementation of the Delivering Differently in Partnership over a 5 year period. If successful, this would cover the project management, project support and assurance. It would also fund further technological assimilation of business systems to create savings that would rise to an estimated cumulative figure of £2 million over a five year period.

Transition costs have been identified separately, for the implementation phase of the project, to facilitate efficiencies within the areas of the service being transformed, and will include costs already identified to support the project managers within Isle of Wight Fire and Rescue Service and Hampshire Fire and Rescue Service.

Isle of Wight Fire & Rescue Service and Hampshire Fire & Rescue Service have a number of aligned values which will be at the heart of Delivering Differently in Partnership. This is an ambitious project that will bring transformational change and service improvement. We can use our strengths in improving our service delivery. The Isle of Wight can enhance Hampshire Fire and Rescue Service’s ability to achieve excellence with fewer resources. Hampshire Fire and Rescue Service can assist the Isle of Wight improve through additional capacity.

The ambitious political and strategic leadership from both organisations has sought to challenge traditional thinking on making efficiencies. The outcomes of this project will increase the strength of each organisation to move forward. By adopting this approach we are accepting responsibility for our performance and embarking on an improvement journey that will continue to evolve and mature into a partnership that will be seen by others as a benchmark to aspire to.

Implementation of identified partnership working opportunities will result in a net saving of **£1,194,895** to the Isle of Wight Fire & Rescue Service over the three year period from 2015/16 to 2017/18.

Hampshire Fire and Rescue Service will fully recover costs incurred through the partnership. Over the three year period this totals **£876,349**, which will assist their organisational change and efficiency projects.

A significant benefit to the Delivering Differently in Partnership approach is that substantial savings can be realised as early as 2015/16. This will ensure that a key element of the Delivering Differently in Partnership (realising savings) is met; helping the Isle of Wight Council to meet its savings strategy.

7.1 Summary of benefits

A full list of benefits against the project products are listed in Section 4 of the Business Case. In summary the benefits are:

Maintenance and/or improvement of Fire and Rescue Services to the people of Hampshire and the Isle of Wight

Clear local political governance

Clear service identity

Enhanced command and control

Increased capacity, resilience and sustainability

Financial savings

Economies of scale

Enhanced interoperability

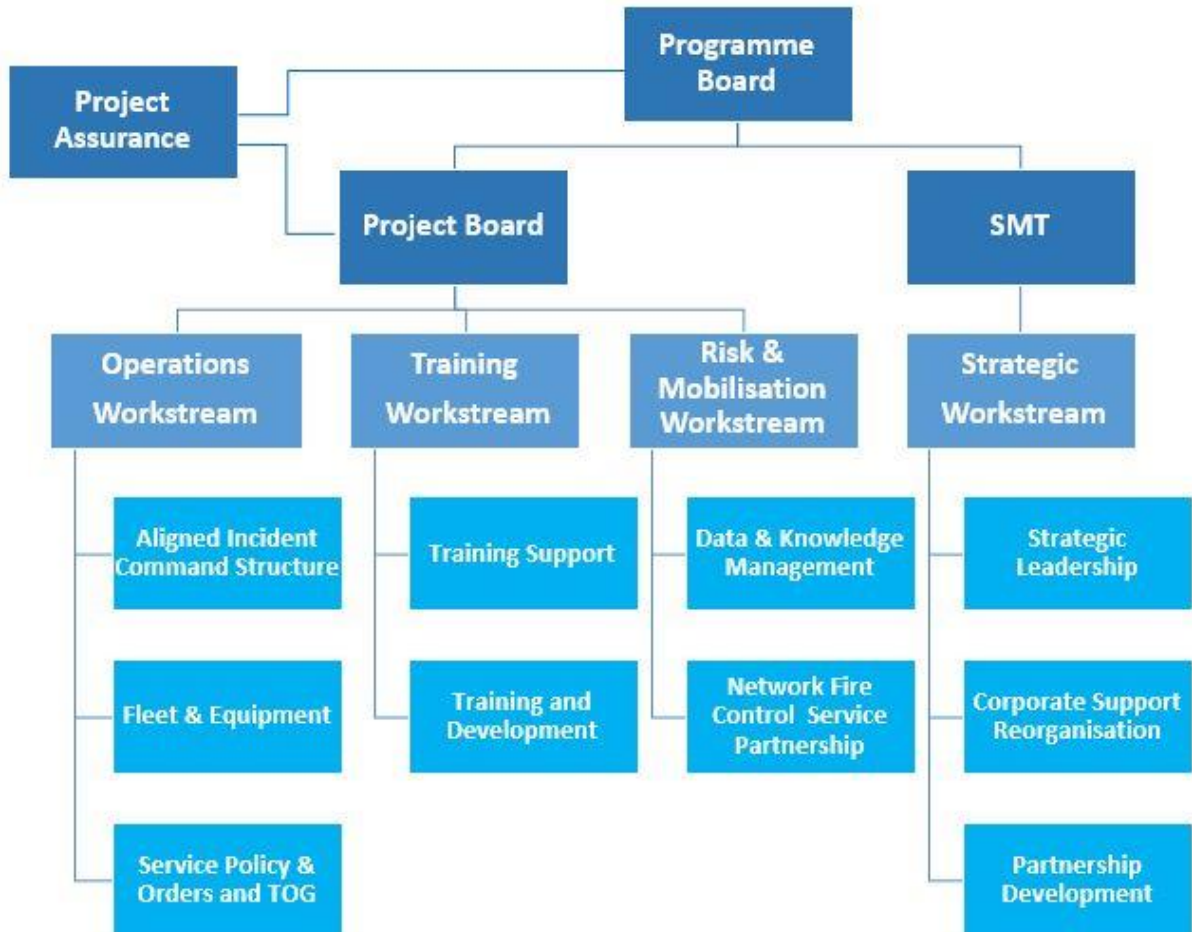
Development in culture and behavior

Enhanced and joined up performance management framework

Transferable skills and experiences

8.0 Project Management Structure

An outline of the Delivering Differently in Partnership workstream / project structure is below;



9.0 Role Descriptions

Sponsor	
Role:	To sponsor the project by providing the project team with vision and direction. To promote the success of the project by assisting in removing barriers.
Who:	Isle of Wight Fire & Rescue Authority
Responsibilities:	<ul style="list-style-type: none"> • To act as champion of the project. • Accountable for the delivery of planned benefits associated with the project. • Sponsor the communication project, communicating the project goals to the organisation as a whole. • Accountable for legal compliance of the finished project. • Ultimate authority and responsibility for the project.
Refers to:	Isle of Wight Council Leadership Hampshire Fire and Rescue Authority Delivering Differently in Partnership Programme Board

Senior Supplier	
Role:	To sponsor the project by providing the project team with vision and direction. To promote the success of the project by assisting in removing barriers.
Who:	Dave Curry
Responsibilities:	<ul style="list-style-type: none"> • Ensuring project plans, proposals and specifications are feasible and realistic • Committing supplier resources and ensuring any divergence from plan is appropriately managed • Ensuring the quality of the project deliverables and the overall integrity of the project • Ensuring that the project deliverables are reliable, appropriately integrated and can be maintained efficiently
Refers to:	Delivering Differently in Partnership Programme Board Isle of Wight Fire and Rescue Authority Hampshire Fire and Rescue Authority Isle of Wight Council Leadership

Senior User	
Role:	To provide the interface into the Senior Supplier and oversee the operational delivery of the Programme.
Who:	Dave Burbage
Responsibilities:	<ul style="list-style-type: none"> • Ensure resolution of issues escalated by the Project Manager, escalating as required • Make key organisation/commercial decisions for the project within agreed tolerances • Securing resources and expertise from the organisation as required. • Supporting the management of higher level risks to the project. • Managing the project budget, including risk allowance. • Establishing formal reporting arrangements on project progress. • Receiving and reviewing reports before submission to the Senior Responsible Officer. • Establishing a mechanism to ensure regular dialogue with partners, including 3rd party suppliers to promote problem solving, team working and risk-sharing.
Refers to:	Senior Responsible Officer

Project Manager	
Role:	To plan, direct, manage and deliver the project plan by overseeing the day-to-day activities of project workstreams and dealing with any issues that might affect achievement.
Who:	Dean Haward
Responsibilities:	<ul style="list-style-type: none"> • Defining the project governance arrangements. • Planning and designing the project plan (taking into account the plans of each project workstream) and proactively monitoring its overall progress, resolving issues and initiating corrective action as appropriate. • Actively manage risks and issues using resources and approaches within the delegates' authority and maintain the project risk and issue registers. • Ensuring effective quality assurance and overall integrity of the project. • Managing third party contributions to the project. • Managing the communications with all stakeholders. • Managing both the dependencies and the interfaces between projects.

Refers to:	Implementation Lead Project Board
------------	--------------------------------------

Workstream Managers	
Role:	At the direction of the Project Manager, completion of assigned tasks and deliverables; provide effective risk and issue management and reporting to guarantee delivery to the project plan.
Who:	TBC
Responsibilities:	<ul style="list-style-type: none"> • Providing functional/technical expertise. • Risk and Issue management • Documentation and analysis of current and future processes/systems. • Planning assigned activities in detail. • Completion of assigned work within budgets, allocated timescales and quality expectations. • Informing the Project Manager of issues, scope changes, risks and quality concerns through regular reporting mechanisms. • Proactively communicating status according to the governance structure and managing expectations
Refers to:	Project Manager

10.0 Quality Management Strategy

The Project and Programme Boards have a key role in ensuring the quality of the project and its deliverables.

Quality measures must not be independently set by the project manager or project teams, project / programme board approval is required. Tolerances (cost & time) should be agreed for each project area, allowing meaningful measurement of progress & delivery to set expectations.

Work packages must comply with applicable legislation; i.e. employment and health and safety. The projects change control process will be managed by the project manager, escalation will be via project board.

10.0 Configuration Management Strategy

The Project Manager will provide a Project Management Office function.

The Project manager will monitor project documentation to ensure is kept up to date, and that the appropriate communications are being made at the right time.

The Project manager will also ensure that key documents are “signed off” at the appropriate level of authority.

11.0 Risk & Issue Management

Risk management approach

As with all projects it is imperative that a robust approach to managing risks & issues is followed.

The tiers identified in the Project Structure will act as escalation levels for risks and issues that need to be resolved. It is also important as part of the governance structure that the reporting is 'fit for purpose' i.e. that there is an adequate structure to ensure escalation but the timescales of the project are not compromised through time taken to complete reports.

Definitions

Risk – In the **Future** and is something that might happen which may have an impact on the project.

Issue – Something that is happening **Now** that is having an impact on the project outside of the normal plan and controls in place.

Risk management process

It is the responsibility of everyone within the project structure to undertake risk identification. Risks that may seem small could escalate into severe risks that could jeopardise the project so it is vital that all risks are identified and effectively managed. Under no circumstances should a risk be ignored in the hope that it won't happen.

Everyone involved in the project has a responsibility to identify risks and escalate and record these as directed. The risks need to be expressed correctly:

Cause ...cause of lack of resources...

Risk ...there is a risk that quality assurance may be delayed...

Effect ...which may result in a delay to the project schedule.

The measurement of the risk (Probability / Impact) should be managed by the Project Manager using the corporate risk management system. The project manager will assign risk owners who are accountable for ensuring the risk is effectively monitored and managed. The Project manager will also make the decision as to whether risk need to be escalated further.

The risk scoring matrix below will be used during the project.

Likelihood/Probability	4 V. Likely	7 Medium	11 Medium	14 High	16 <u>VERY HIGH</u>
	3 Likely	4 Low	8 Medium	12 High	15 <u>VERY HIGH</u>
	2 Unlikely	2 Low	5 Low	9 Medium	13 High
	1 Remote	1 Low	3 Low	6 Low	10 Medium
	Scale	1 Low	2 Medium	3 High	4 Major
Impact/Severity					

15 - 16	Red	V. high risk
12 - 14	Red	High risk
7 - 11	Amber	Medium risk
1 - 6	Green	Low risk

To aid risk scoring the criteria below will also be utilised.

Likelihood/Probability Criteria

FACTOR	SCALE	THREATS - DESCRIPTION	INDICATORS
Very likely	4	More than 75% chance of occurrence	Regular occurrence Circumstances frequently encountered - daily/weekly/monthly
Likely	3	40% - 75% chance of occurrence	Likely to happen at some point within the next 1-2 years Circumstances occasionally encountered (few times a year)
Unlikely	2	10% - 40% chance of occurrence	Only likely to happen after 3 or more years
Remote	1	Less than 10% chance of occurrence	Has happened rarely/never before

Impact/Severity Criteria

Impact Score	Low 1	Medium 2	High 3	Major 4
Service Disruption	Brief disruption of important service area Service disruption 1 day	Major effect to an important service area Service Disruption 2-3 Days	Complete loss of an important service area Service Disruption 3-5 Days	Major loss of service, Service Disruption 5+ Days
Financial	Costing less than £5,000 Up to 10% of budget	Costing between £5,000 & £50,000 Up to 25% of budget	Costing between £50,000 & £500,000 Up to 50% of budget	Costing over £500,000 Up to 75% of budget
Reputation	Contained within section/Unit or Directorate	Adverse local publicity /local public opinion aware	Adverse publicity in local/ professional/municipal press	Adverse and persistent national media coverage
Effect on project objectives / schedule deadlines	Minimal impact to project / slight delay less than 2 weeks	Adverse effect on project / significant slippage 3 weeks – 2 months	Significant impact on project or most or most of expected benefits fail / major delay 2 – 3 months	Complete failure of project / extreme delay 3 months or more
People Personal Safety	Minor incident	Severe injury to one or more people	Major injury to one or more people	Death of an individual or several people
Environmental or Social	No lasting detrimental impact	Short-term detrimental impact	Long-term detrimental impact	Extensive long-term detrimental impact
Legal obligations / Litigation	Litigation/claims/fines department: up to £25K Corporate: £50K	Litigation/claims/fines department: up to £50K Corporate: £100K	Litigation/claims/fines department: up to £125K Corporate: £250K	Litigation/claims/fines department: up to £250K Corporate: £500K
Personal Privacy infringement	Isolated individual personal detail compromised	Some individual personal details compromised	Many individual personal details compromised	All personal details compromised

If a risk materialises, it becomes an issue, and can be scored in a similar way, replacing the term Probability with Priority and Impact with Status. This enables both to be managed using a similar scoring mechanism.

A risk log has been created for this project and is attached as Annex A of this document.

12.0 Communication Management Strategy

All communication will be appropriate, timely and coordinated at all times by Isle of Wight Fire and Rescue Service and Hampshire Fire and Rescue Service through identified and agreed communication channels.

Audiences

A stakeholder analysis has identified the audiences to which the communication of the project applies. Each of these audience groups have a differing status relating to the partnership. The position of each stakeholder group ranges from Champion to Blocker. The communication language, regularity and content must be based on the audience status. The key stakeholders identified can be grouped together for communication as follows:

- Fire Authority Chairmen and members
- Customer
- Project Member
- Union Representative
- Existing Partner
- Third Party

Messages

Three key communication messages are identified:

- **Safety of the public** of both Isle of Wight and Hampshire – sustaining our service levels
- **Financial effectiveness** of partnership working
- Unique and exciting – **first of its kind across Fire and Rescue Services nationwide**

The project objectives can be applied to these key messages. Any communications should give accurate information with reference to the project objectives and be underlined by mention of the key messages above. This ensures there is consistency in communication and also assists any message is driven by the project objects.

Communications should be to key stakeholders and staff first, then to the public via the media.

Communications phases

There are five initial phases to communications for the DDIP project start up and implementation:

- Prior to decisions by either Fire & Rescue Authority – project level communications; plus internal and key stakeholder communications as appropriate and required.
- IW Fire & Rescue Authority decision in January – staff and key stakeholder communications; planned proactive media activity – e.g. pre brief of Isle of Wight media, Hampshire Fire & Rescue Service can be involved – discussion and decision point on this nearer the time.
- Period between Isle of Wight Fire & Rescue Authority decision and Hampshire Fire & Rescue Service / Fire & Rescue Authority decision – staff and key stakeholder comms.
- Hampshire Fire & Rescue Authority decision in February – media coverage of meeting; proactive media opportunity on Isle of Wight on the Friday afternoon involving Hampshire Fire & Rescue Service CFO Dave Curry.
- Post decision – face to face comms with staff through internal briefings in both Hampshire and Isle of Wight.

Communication Resources

The DDIP Project will use various methods of communication based on the relevance, appropriateness and audience. These are:

Media Relations

All media statements and planned proactive interaction must be agreed by both Isle of Wight Council communications and Hampshire Fire & Rescue Service Marcomms at Chief Officer and Fire and Rescue Authority Chairman level. This must be following consultation with the heads of service of both organisations. Any politically sensitive media communications must be agreed by both Fire Authorities before release. Any media statements must be released jointly and simultaneously by both organisations communications teams to actively demonstrate collaborative joint planning and working. This includes social media as well as conventional news releases and media statements, and updating of websites.

Consultation

All consultation will be communicated in accordance with relevant human resource policy and procedure. This will be based on the relevant media required for the audience. Union consultation will be via the current agreed union management agreements. Public consultation will be as part of wider council budget consultations.

Meetings

Programme and Project Board Meetings will be organised in accordance with those boards Terms of Reference. Minutes and Agendas will be produced and distributed accordingly.

Collaboration

The project teams will collaborate using the Yammer Social Network Media. This will be hosted by Hampshire Fire & Rescue Service and is a private and secure web based application to enable data collaboration in real time.

Project level communications will be via face to face, email, telephone and text as relevant and required. The key will be to involve those required in a timely manner and to ensure Chief Officer and FRA Chairmen awareness and sign off at all relevant points in the process.

Stakeholder Analysis

A Stakeholder Management matrix is attached at Annex B.

13.0 Project Plan

Delivering Differently in Partnership	Start Date	End Date	2014				2015				2016				2017			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<input type="checkbox"/> Project Proposal	15/09/14	15/12/14																
Feasibility Study	15/09/14	10/10/14																
Business Case and PID formulation	20/10/14	15/12/14																
Transformation Bid	15/12/14	15/12/14																
<input type="checkbox"/> Project Approval	16/12/14	27/02/15																
Cover Report for Council Meetings	16/12/14	16/01/15																
IW Full Council Meeting	21/01/15	21/01/15																
Teleconference for Strategic Board	22/01/15	22/01/15																
Key Staff and Stakeholder Joint Communications (HFRS lead)	23/01/15	19/02/15																
Hampshire Fire and Rescue Authority Meeting	20/02/15	20/02/15																
Joint Media Releases Hants and IW locations	20/02/15	20/02/15																
HFRS Operational Assurance	23/02/15	27/02/15																
Stage 1 - Report	23/02/15	23/02/15																
<input type="checkbox"/> Project Delivery	23/02/15	02/10/17																
<input type="checkbox"/> Strategic Leadership	23/02/15	01/04/15																
<input type="checkbox"/> Service Partnership	23/02/15	01/04/15																
<input type="checkbox"/> Aligned Incident Command System	23/02/15	01/04/15																
Stage 2 - Report	01/04/15	01/04/15																
<input type="checkbox"/> Service Policy and TOGs	01/04/15	03/10/16																
<input type="checkbox"/> Training Support	01/04/15	03/10/16																
<input type="checkbox"/> Training and Development	01/04/15	03/10/16																
Stage 3 Report	03/10/16	03/10/16																
<input type="checkbox"/> Network Fire Control Service Partnership	01/10/15	31/03/17																
<input type="checkbox"/> Data and Knowledge Management	01/10/15	31/03/17																
Stage 4 - Report	03/04/17	03/04/17																
<input type="checkbox"/> Fleet Management	04/04/16	02/10/17																
<input type="checkbox"/> Corporate Support (back office) Reorganisation	04/04/16	02/10/17																
Stage 5 - Report	02/10/17	02/10/17																

14.0 Project Controls

Delivering Different in Partnership will require communication through formally agreed reports in accordance with project management principles. These reports are important in ensuring information is recorded effectively.

Reports including work packages, change requests, highlight & exception reports and council papers will be used to drive the project.

Exception reporting will be carried out by the Project Manager as required.

The Delivering Differently in Partnership Project is registered on Hampshire Fire and Rescue Service Programme and Project Management Office programme portfolio as a recognised piece of work with resource requirements, key timelines etc. Governance in terms of performance and relationship with Hampshire Fire & Rescue Service Service plan is managed through the 'Safer and Stronger' Board.

Annex A – Risk Register

Risk Description	Current Rating 27/11/14	Historical Rating			Planned Action Details & Target Dates		Last Update	Target Rating	Inherent		Current	
		30/09/14	30/06/14	31/03/14	Planned Action	Progress			Probability	Impact	Probability	Impact
Risk Ref : DDP0001 / Assigned to : Dean Haward												
Risk: ICT Implications have been highlighted within feasibility studies. At this early stage the following areas have been highlighted as risks: IWFRS access to Hampshire County Council and Hampshire Fire Intranet systems IWFRS access to Hampshire Fire Moodle site Consequence: Operational information may not be accessible by IWFRS personnel. This will place a limitation on the success of the relative areas of the project being: Service Policy and Orders Tactical Operational Guidance Implementation Operational Assurance Training Support Quality Assurance of Training Inherent Score : 9 - Medium	- 9 - Medium Amber	- N/A -	- N/A -	- N/A -	Liaison on specific ICT areas throughout project ICT to confirm the feasibility of access for IWFRS personnel to: Hampshire Council Intranet Hampshire Fire Intranet Moodle site access (Assigned to: Dean Haward)	In Progress: 0% Target Date: 01/04/15	Last Updated by Dean Haward 27-Nov-2014	- 1 - Low Green	Unlikely	High	Unlikely	High
Risk Ref : DDP0002 / Assigned to : Dean Haward												
Risk: Reputational risk through poor communication of project goals with Surrey Fire and Rescue Service during the feasibility period. Consequence: Potential end of current contract with Surrey Fire and Rescue Service within the parameters of the contract (6 months notice) Inherent Score : 5 - Low	- 5 - Low Green	- N/A -	- N/A -	- N/A -	Effective stakeholder communication Communication Strategy to include this area of communication. Justin Harden to provide regular communication to Surrey Fire and Rescue Service counterpart throughout the process (Assigned to: Justin Harden)	In Progress: 0% Target Date: 20/02/15	Last Updated by Dean Haward 27-Nov-2014	- 2 - Low Green	Unlikely	Medium	Unlikely	Medium
Risk Ref : DDP0003 / Assigned to : Dean Haward												
Risk: Hampshire Fire and Rescue Service cannot commit to engaging with DDIP Call Handling and Mobilisation Work Stream Focus Area until after summer 2015. Consequence: HFRS may not be able to commit to this area of work until post 2015 Increased cost in possible consultancy charge from Capita. Inherent Score : 9 - Medium	- 9 - Medium Amber	- N/A -	- N/A -	- N/A -	Possible consultancy agreement with Capita This will cost up to £40,000 therefore funding may be required to be bid for to facilitate this. Extending the project time frame accordingly. (Assigned to: Dean Haward) Hampshire Fire and Rescue Service Resource made available for feasibility Jason Avery to work on this area for HFRS. Allocation of resource will be done on the completion of a product breakdown for this area of work. (Assigned to: Dean Haward)	In Progress: 0% Target Date: 31/03/15	Last Updated by Dean Haward 27-Nov-2014	- 1 - Low Green	Unlikely	High	Unlikely	High
					In Progress: 10% Target Date: 01/04/15	Last Updated by Dean Haward 27-Nov-2014						
Risk Ref : DDP0005 / Assigned to : Dean Haward												
Risk: Hampshire Fire and Rescue Professional Service Redesign Project Consequence: As part of the Professional Services Redesign Project in Hampshire Fire and Rescue Service there may be some proposals being considered which may impact on the ability of HFRS to continue to provide the current style of administrative and training admin support within Hampshire, the impacts on staff posts are yet to be confirmed. This could impact on proposed aspects of the business case and would most likely be in place before the implementation of DDIP commences. Inherent Score : 9 - Medium	- 9 - Medium Amber	- N/A -	- N/A -	- N/A -	Jason Avery - HFRS to keep Project Manager informed of the potential outcomes Programme Board confirmed HFRS have informed officers to now consider DDIP in their internal projects. (Assigned to: Dean Haward)	In Progress: 0% Target Date: 31/03/15	Last Updated by Dean Haward 27-Nov-2014	- 5 - Low Green	Unlikely	High	Unlikely	High

Risk Description	Current Rating 27/11/14	Historical Rating			Planned Action Details & Target Dates		Last Update	Target Rating	Inherent		Current	
		30/09/14	30/06/14	31/03/14	Planned Action	Progress			Probability	Impact	Probability	Impact
Risk Ref : DDP0006 / Assigned to : Dean Haward												
Risk: Inappropriate release of project media statements Consequence: Political disengagement Messages being confused or inaccurate Stakeholder disengagement Inherent Score : 9 - Medium	- 6 - Low Green	- N/A -	- N/A -	- N/A -	Communications Strategy A Communications Strategy has been completed by Dean Haward. This will be agreed by both HFRS and IWC media and signed off Programme Board on 15 December. (Assigned to: Dean Haward)	In Progress: 75% Target Date: 15/12/14	Last Updated by Dean Haward 27-Nov-2014	- 3 - Low Green	Unlikely	High	Remote	High
Risk Ref : DDP0008 / Assigned to : Steve Apter												
Risk: Disengaged staff within IWFRS Consequence: Reduced performance levels of staff during transition period Staff leaving service before and during the project Inherent Score : 8 - Medium	- 8 - Medium Amber	- N/A -	- N/A -	- N/A -	Staff communication sessions CFO Apter to ensure these are completed in accordance with Communications Strategy. Open and transparent project process including rep body engagement. DCFO Curry has visited staff within IWFRS and IWC. Staff Survey sent out on 28 November requesting information on communications methods. (Assigned to: Steve Apter)	In Progress: 75% Target Date: 31/03/15	Last Updated by Dean Haward 27-Nov-2014	- 3 - Low Green	Likely	Medium	Likely	Medium
Risk Ref : DDP0009 / Assigned to : Steve Apter												
Risk: Operational risk Consequence: The CFO will be taking on responsibility for another FRS with different operating procedures, different standards and expectations and different command processes. Inherent Score : 13 - High	- 13 - High Red	- N/A -	- N/A -	- N/A -	Differences in operational command processes will require identification and standardisation. These actions will form part of the Incident Command System focus area of the project (Assigned to: Mick Keenan) Differences between Operational Policy and Procedure will require identification and standardisation These will be completed as part of the Tactical Operational Guidance, Service Policy and Order focus areas of the project (Assigned to: Mick Keenan) HFRS to complete a Operational Assurance exercise with IWFRS if project is given approval AM Jason Avery to organise this action with ACO Keenan (Assigned to: Mick Keenan)	Proposed: 0% Target Date: 01/07/15	Last Updated by Dean Haward 28-Oct-2014	- 10 - Medium Amber	Unlikely	Major	Unlikely	Major
				Proposed: 0% Target Date: 03/04/17	Last Updated by Dean Haward 28-Oct-2014							
				Proposed: 0% Target Date: 02/03/15	Last Updated by Dean Haward 12-Nov-2014							
Risk Ref : DDP0010 / Assigned to : Steve Apter												
Risk: Cultural and behavioural differences creating conflict Consequence: It is recognised by senior managers within both services that this project is less about systems and processes, and more about challenging and aligning culture and behaviours. Inherent Score : 8 - Medium	- 11 - Medium Amber	- N/A -	- N/A -	- N/A -	Clear and regular communication Contained within the Communication Strategy. Strategic Governance focus area to take this into consideration. (Assigned to: Steve Apter)	In Progress: 0% Target Date: 01/04/15	Last Updated by Dean Haward 28-Oct-2014	- 1 - Low Green	Likely	Medium	Very Likely	Medium
Risk Ref : DDP0011 / Assigned to : Steve Apter												

Risk Description	Current Rating 27/11/14	Historical Rating			Planned Action Details & Target Dates		Last Update	Target Rating	Inherent		Current	
		30/09/14	30/06/14	31/03/14	Planned Action	Progress			Probability	Impact	Probability	Impact
Risk: Lack of visible leadership for IWFRS personnel Consequence: Potential loss of morale in IWFRS personnel Inherent Score : 14 - High	- 12 - High Red	- N/A -	- N/A -	- N/A -	The structure needs to take into account the importance of visibility and access. Moving from a leadership model within a very small service where chains of communication to the senior leaders are small, will require careful communication and management. The change of those roles based on the Island will be critical in this transitional phase. (Assigned to: Steve Apter)	In Progress: 0% Target Date: 01/04/15	Last Updated by Dean Haward 30-Oct-2014	- 5 - Low Green	Very Likely	High	Likely	High
Risk Ref : DDP0012 / Assigned to : Steve Apter												
Risk: Political decision to decline Business Case Consequence: Revision of Partnership Consideration Inherent Score : 10 - Medium	- 10 - Medium Amber	- N/A -	- N/A -	- N/A -	Isle of Wight FRS Senior Management Team to plan for additional options To be managed by SMT (Assigned to: Steve Apter)	In Progress: 0% Target Date: 15/12/14	Last Updated by Dean Haward 14-Nov-2014	- 3 - Low Green	Remote	Major	Remote	Major
Risk Ref : DDP0013 / Assigned to : Steve Apter												
Risk: Financial savings not being met by project. Consequence: Potential Impacts on project plan. Indirect impact on IWC savings agenda Inherent Score : 9 - Medium	- 9 - Medium Amber	- N/A -	- N/A -	- N/A -	Financial tolerances to be assigned to individual products Any financial exception outside of agreed tolerances to be raised in a highlight report to Programme Board for action (Assigned to: Steve Apter)	In Progress: 0% Target Date: 31/03/18	Last Updated by Dean Haward 21-Nov-2014	- 3 - Low Green	Unlikely	High	Unlikely	High
Risk Ref : DDP0014 / Assigned to : Steve Apter												
Risk: Project Product Quality does not meet expectations of Business Case Consequence: Failure of the Partnership Agreement Inherent Score : 9 - Medium	- 9 - Medium Amber	- N/A -	- N/A -	- N/A -	Project Product descriptions must detail levels of measurable quality. Agreed quality tolerances to be documented in individual product descriptions. Any variances outside of agreed tolerance to be raised by exception to Programme Board for action. (Assigned to: Steve Apter)	In Progress: 0% Target Date: 31/03/18	Last Updated by Dean Haward 21-Nov-2014	- 6 - Low Green	Unlikely	High	Unlikely	High

Annex B – Stakeholder Analysis

Stakeholder Group	Stakeholder Sub-group / Post title	Relationship to Owner	Management Approach	Desired Status	Actions Desired from Stakeholder (if any)	Key Messages Needed (Sell the Benefit)	Comms Channel	Comms Freq
Isle of Wight Fire and Rescue Service staff	Green and Grey Book Staff	Customer	Keep Informed	Champion	To provide any required support as Project Team Members as required	Sell the benefit to staff	Routine Notice. Focus Groups as part of Project Teams and Staff Update Meetings with CFO	Adhoc Routine Notices Quarterly Staff Update Meetings
Hampshire Fire and Rescue Service	Chief Fire Officer	Senior Supplier	Manage Closely	Champion	To maintain joint comms with ISLE OF WIGHT FIRE & RESCUE SERVICE. Link with HFRA. Provision of Project Board members as appropriate.	Sell the benefit to FRS staff and HFRA through Councillor Royston Smith	Programme Board and direct contact with staff. Shared comms plan with ISLE OF WIGHT FIRE & RESCUE SERVICE	Weekly face to face with ISLE OF WIGHT FIRE & RESCUE SERVICE CFO. Monthly Programme Board Meetings
Isle of Wight Council Members	Council Leader	Decision maker for Fire Authority support	Manage Closely	Champion	Communicate effectively at a political level to ensure project success	Ensure the Councillor is kept involved at the political level	Programme Board	Monthly Programme Board Meetings
Isle of Wight Council Corporate	Corporate	Project Sponsor	Manage Closely	Champion	Corporate financial and resource support	Financial savings to be made through efficiencies to be clearly defined	Programme Board	Monthly Programme Board Meetings
Isle of Wight Council Fire Authority	Cabinet Member for Fire and Public Protection	Cabinet Member	Manage Closely	Champion	Communicate effectively at a political level to ensure project success. Assist in public consultation.	Ensure Councillor is kept informed as other Programme Board Members. Give additional fire specific detail	Programme Board	Monthly Programme Board Meetings

Stakeholder Group	Stakeholder Sub-group / Post title	Relationship to Owner	Management Approach	Desired Status	Actions Desired from Stakeholder (if any)	Key Messages Needed (Sell the Benefit)	Comms Channel	Comms Freq
Local Member of Parliament	Conservative Member of Parliament	Local MP	Keep Informed	Champion	Champion the project with local residents. Raise the profile of the project through networking.	Kept informed throughout the Project Cycle.	Face to face	Adhoc Face to face
Hampshire Fire and Rescue Authority (HFRA)	Chair of Hampshire Fire and Rescue Authority	Cabinet Member	Keep Satisfied	Champion	Maintain HFRA engagement. Maintain scrutiny role.	Financial detail relating to HFRA to be defined throughout the process.	Programme Board	Monthly Programme Board Meetings
Improvement and Efficiency Social Enterprise	Client Relationship Manager	Third Party Advisor	Keep Informed	Champion	Critical friend providing external expertise and advice. Programme and Project Board attendance.	Open and transparent communication at every stage of process	Programme and Project Board	Adhoc Face to face or tele conference meetings Monthly Programme and Project Board Meetings
Fire Brigades Union	Brigade Chair	Grey Book Employee Representative	Manage Closely	Supporter	To engage in the process and critically challenge on behalf of members	Involve members at every stage of the process. Ensure open and transparent communication. Encourage challenge when constructive	Project Board	Monthly Project Board Meetings
Retained Firefighters Union	Brigade Chair	Grey Book Employee Representative	Manage Closely	Supporter	To engage in the process and critically challenge on behalf of members	Involve members at every stage of the process. Ensure open and transparent communication. Encourage challenge when constructive	Project Board	Monthly Project Board Meetings

Stakeholder Group	Stakeholder Sub-group / Post title	Relationship to Owner	Management Approach	Desired Status	Actions Desired from Stakeholder (if any)	Key Messages Needed (Sell the Benefit)	Comms Channel	Comms Freq
Unison	Island Branch Chair	Green Book Employee Representative	Manage Closely	Supporter	To engage in the process and critically challenge on behalf of members	Involve members at every stage of the process. Ensure open and transparent communication. Encourage challenge when constructive	Project Board	Monthly Project Board Meetings
Isle of Wight Residents	Town and Parish Councils	Customer	Keep Informed	Supporter	Engage in consultation with IWFRAs	Clear communication of requirement for the project. Public to be clear on the outcomes and what it means to them.	Public Consultation Sessions. Joint press releases through corporate media teams at identified project milestones.	Ad hoc Part of Isle of Wight Council Public Budget Consultation
Hampshire Residents	Local Councils	Customer	Keep Informed	Supporter	Engage in consultation with HFRA	Message to be drawn up by HFRA.	Public Consultation Sessions. Joint press releases through corporate media teams at identified project milestones.	
Surrey Fire and Rescue Service	Chief Fire Officer	Existing Partner	Manage Closely	Supporter	Active involvement in Programme and Project Board Meetings. Assist in decommissioning process of current JECC	Benefits to ISLE OF WIGHT FIRE & RESCUE SERVICE in support of savings and Strategic Partnership with Hampshire Fire & Rescue Service.	Programme and Project Board	Monthly Programme and Project Board Meetings
Isle of Wight Council Transformation	Transformational Change Manager	Existing Partner	Manage Closely	Champion	Provide advice and support to the project	Potential savings to Isle of Wight Council that can be realised through the project.	Project Board	Monthly Project Board Meetings
Isle of Wight Council Legal	Strategic Manager Legal Services	Existing Partner	Manage Closely	Champion	Provide advice and support to the project	Potential savings to Isle of Wight Council that can be realised through the project.	Project Board	Monthly Project Board Meetings

Stakeholder Group	Stakeholder Sub-group / Post title	Relationship to Owner	Management Approach	Desired Status	Actions Desired from Stakeholder (if any)	Key Messages Needed (Sell the Benefit)	Comms Channel	Comms Freq
Isle of Wight Council Human Resources	Senior Human Resources Business Manager	Existing Partner	Manage Closely	Champion	Provide advice and support to the project	Potential savings to Isle of Wight Council that can be realised through the project.	Project Board	Monthly Project Board Meetings
Isle of Wight Council Finance	Senior Budget Accountant	Existing Partner	Manage Closely	Champion	Provide advice and support to the project	Potential savings to Isle of Wight Council that can be realised through the project.	Project Board	Monthly Project Board Meetings
Isle of Wight Council Finance	Strategic ICT Manager	Existing Partner	Manage Closely	Champion	Provide advice and support to the project	Isle of Wight Council to provide ICT support to ISLE OF WIGHT FIRE & RESCUE SERVICE in conjunction with the partnership agreement	Project Board	Monthly Project Board Meetings
Isle of Wight Council Comms Team	Communications Team Leader	Existing Partner	Keep Informed	Champion	To ensure accurate and timely joint comms messages with Hampshire Fire & Rescue Service are released to the relevant stakeholders throughout the project lifecycle	Feed comms teams with relevant information at relevant timeframes throughout project life cycle	Face to face	Adhoc Face to face
Hampshire Police	Chief Constable	Existing Partner	Keep Informed	Supporter	Communicate the project outcomes throughout the project lifecycle to staff to ensure understanding	Clear communication on the reasons for the project and the potential outcomes. Reassurance that this will not affect the quality of service delivery.	Face to face	Adhoc Face to face

Stakeholder Group	Stakeholder Sub-group / Post title	Relationship to Owner	Management Approach	Desired Status	Actions Desired from Stakeholder (if any)	Key Messages Needed (Sell the Benefit)	Comms Channel	Comms Freq
Isle of Wight Ambulance	Head Of Ambulance	Existing Partner	Keep Informed	Supporter	Communicate the project outcomes throughout the project lifecycle to staff to ensure understanding	Clear communication on the reasons for the project and the potential outcomes. Reassurance that this will not affect the quality of service delivery.	Face to face	Adhoc Face to face
Maritime and Coastguard Agency	Head of Coastguard	Existing Partner	Keep Informed	Supporter	Communicate the project outcomes throughout the project lifecycle to staff to ensure understanding	Clear communication on the reasons for the project and the potential outcomes. Reassurance that this will not affect the quality of service delivery.	Face to face	Adhoc Face to face