



Programme Plan 2008/09

(Version 0.4 – DRAFT)

April 2008



West Midlands Regional Management Board

Delivering a proactive partnership to the Region's communities that satisfies the needs of the present, prepares for the future and insures against the unpredictable.

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1. Executive Summary

The Fire and Rescue Service National Framework 2008–11 sets out Government's priorities and objectives for the Fire and Rescue Service and calls upon Regional Management Boards to now *take stock* of how effectively they have delivered the core functions.

West Midlands Regional Management Board (WMRMB) have reviewed the requirements of the new National Framework and determined a programme of activity that contains a portfolio of four overarching strategic projects streams:

- **Resilience**
- **Resources & Development**
- **Procurement**
- **Shared Services**

These project streams operate on a *task and finish basis* where appropriate, and are led by Members or Brigade Managers acting as Senior Responsible Owners.

This region's Local Authority Controlled Company (LACC) now assumes responsibility for the management and delivery of the regional fire control centre on behalf of the region's fire and rescue authorities.

This document details WMRMB's modernisation Programme Plan for the period 2008/09 for addressing Government's agenda of further reform and modernisation of the region's fire and rescue services. The Programme Plan will be updated on an annual basis to take account of recommendations generated by the aforesaid project streams and/or subsequent changes to the National Framework.

WMRMB's mission remains as the delivery of a proactive partnership to the region's communities that satisfies the needs of the present, prepares for the future and insures against the unpredictable.

2. Introduction

2.1 Fire and Rescue Service National Framework 2008–11

The Fire and Rescue Service National Framework 2008–11 sets out Government's priorities and objectives for the Fire and Rescue Service. It does this by making clear:

- the Government's expectations for the Fire and Rescue Service,
- what Fire and Rescue Authorities are expected to do; and
- the support the Government will provide in helping them to meet these objectives.

The Framework is a strategic plan which outlines the outcomes the Government expects to see delivered by Fire and Rescue Authorities (FRAs) and Regional Management Boards (RMBs) across the range of their functions. It is not a national blueprint and does not provide detailed guidance on how to meet these objectives.

The Framework acknowledges that RMBs have been established for some time and states that - *'it is now time to take stock of how effectively they have delivered the core functions that were set out for them in the White Paper - Our Fire and Rescue Service in 2003'* (Paragraph 4.3). Paragraph 4.4 of the Framework lays out Government's expectation that RMBs are to undertake a review to establish any further efficiencies that can be driven out through collaborative working and sharing functions - *'To that end, Fire and Rescue Authorities working through RMBs must review the opportunities to deliver greater efficiencies through closer joint working or sharing of functions at regional or sub-regional level and take action to implement those efficiencies'* (Paragraph 4.4).

The Fire Services Act 2004 stipulates that FRAs - *'must have regard to the Framework in carrying out their functions'* (Part 3, Section 21 (7)).

2.2 West Midlands Regional Management Board (WMRMB)

WMRMB has, since its inception in 2004, devoted in a structured manner FRAs' resources to the delivery of the requirements set out in the previous national frameworks. No small amount of successful outcomes have been achieved and the work of WMRMB has been recognised by the Audit Commission who in their recent audit of fire and rescue services commented – *'The extent to which fire services are engaged in the RMB varies. In some regions, such as the North West and West Midlands, engagement is good and working together is bringing real benefits. In others areas, such as the South West, the fire services support their RMB but have been slow to exploit the opportunities of working together and are making less progress'* (source: Audit Commission (2008). *Fire and Rescue Service National Report January 2008*. Page 18).

2.3 Taking Stock

In February 2008 a review was undertaken to *'take stock'* of the *partnership* working arrangement of WMRMB and the requirements of the new National Framework. The findings arising from this review form the basis of this Programme Plan.

2 Purpose of Document

The primary aim of WMRMB modernisation Programme Plan is the implementation and delivery of government's agenda of reform and modernisation within the region's fire and rescue services.

The purpose of this document is to define the programme's schedule for projects, costs and benefits. This document will be used throughout the programme to track and monitor progress.

The Programme Plan is a key control document for the programme. It enables the Programme Manager, on behalf of the WMRMB Programme Board, to ensure that a planned and controlled environment is established and maintained throughout the life of the programme. The Programme Plan provides the basis for tracking the impact of each project on the programme's overall goals, benefits, risks and costs. It also enables the Programme Manager to monitor the dynamics of the inter-relationships between each project and to act when a delay in any one project might jeopardise the work of others.

The activities set out in this Programme Plan (see Appendix A) align the work of WMRMB to requirements of the **Fire and Rescue Service National Framework 2008–11 consultation document** (<http://www.communities.gov.uk/documents/fire/pdf/nf200811consultation>) issued in November 2007.

It must be noted that the contents of this Plan may be subject to change to reflect any amendments arising within the final version of the National Framework (publication expected late May 2008).

3 Vision, Aims & Objectives

The mission, vision, aims and objectives of WMRMB are:

3.1 Mission Statement

To deliver a proactive partnership to the Region's communities that satisfy the needs of the present, prepares for the future and insures against the unpredictable.

3.2 Vision Statement

To realise the full potential of Service collaboration, thereby resulting in the delivery of improved efficiencies and secure enhanced operational resilience across the West Midlands Region.

3.3 Aim

To deliver the co-ordinated organisation, direction and implementation of a portfolio of projects and activities that together achieve the outcomes and realise the benefits of a modernised and reformed fire and rescue service.

3.4 Objectives

WMRMB's primary objective is the implementation and delivery of government's agenda of reform and modernisation within the fire and rescue services of the West Midlands region. This document sets out the manner in which WMRMB will achieve this objective and doing so strive to:

- Meet public expectations,
- Enhance resilience, and
- Promote Equality and Diversity.

4 Delegated Powers

WMRMB operates in an advisory capacity to the region's five FRAs, it has addressed its requirement to have **delegated powers** and responsibilities in the following manner:

- (i) In the interests of co-operating more effectively the FRAs of the West Midlands region formally agreed in March 2004 to the establishment of a **joint advisory committee** under Sections 101 and 102 of the Local Government Act 1972. The committee is known as the **West Midlands Regional Management Board**;
- (ii) The creation of a modernisation programme to address regional modernisation and reform;
- (iii) The establishment of a formal Programme Board that provides governance and leadership to the modernisation programme;
- (iv) The establishment of a regional Treasurers' Working Group;
- (v) The formal appointment of a Programme Manager;
- (vi) The establishment of a regional Programme Office;
- (vii) The appointment of representatives from each fire and rescue service (FRS) to each project stream;
- (viii) The creation of a WMRMB Website acting as a central point of information.

5 Programme Planning

The principal objective of planning a programme is to organise the work in a way that accomplishes the programme's objectives and delivers the benefits. One of the major challenges in running WMRMB's programme is to reconcile project objectives and accountability with the overall programme goals and programme level consistency and control. The WMRMB modernisation Programme Plan comprises of four thematic project streams. The project streams address the following themed areas of modernisation and reform:

- **Resilience**
- **Resources & Development**
- **Procurement**
- **Shared Services**

Each area encompasses the key activities considered by WMRMB to be the minimum necessary to deliver the levels of reform and modernisation required within this region's fire and rescue services, as set out within the National Framework. The summary Programme Plan is shown at Appendix A. The LACC is responsible for the project and programme management of this region's fire control centre.

6. Programme Management

WMRMB manages its modernisation programme plans in accordance with the Office of Government Commerce's (OGC) Managing Successful Programmes (MSP) and PRINCE2¹ methodologies. The Programme is governed through a formally established Programme Board Executive (Board) representative of the key stakeholders within the Region. The Board's appointed Programme Manager (who heads the Programme Office) undertakes the day-to-day management of the Programme. Both the Board and WMRMB are provided with financial advice and support from the region's Treasurers' Working Group.

Each project area is overseen by a Senior Responsible Owner (SRO (Chair/CFO)), supported by a lead officer. The SROs and lead officers are responsible for scoping and developing project plans to support the delivery of the Programme Plan.

Up to date details of those appointed to WMRMB, the Board and supporting roles/groups are available at WMRMB's website: www.wmrmmb.co.uk

The programme governance arrangements are illustrated in figure 1 below. The LACC project board is not governed by WMRMB, but undertakes a reporting function in advising of progress and risks arising.

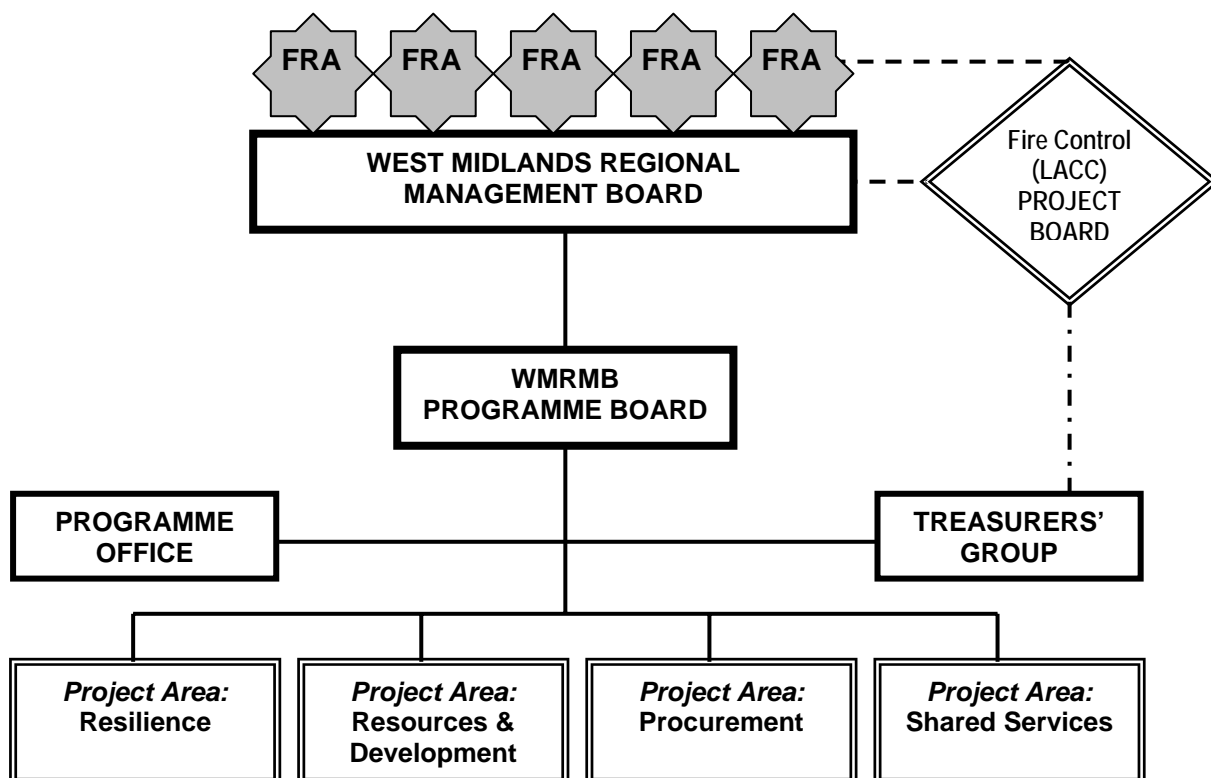


Figure 1 – WMRMB Programme Governance arrangements

¹ Projects IN Controlled Environments – Version 2.

6 Frequency of Meetings

The frequency of meetings held within the region is illustrated within table 1 below, with an indicative schedule of meetings illustrated in table 2. Dates and venues for each respective meeting are published on the region's website.

Board/Group:	Frequency of Meetings:
WMRMB	Six monthly
WMRMB Programme Board	Six monthly
Treasurers Group	Three monthly
Project Streams	As deemed necessary

Table 1 Frequency of Meetings

	2008									2009			
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
WMRMB	◆			◆ (AGM)						◆			
Programme Board							◆						◆
Treasurers Group	◆			◆			◆			◆			◆
Project Streams	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆

Table 2 Indicative Schedule of Meetings

7 Costs

Costs associated with the implementation and management of the WMRMB modernisation Programme Plan during 2008/09 fall within two major categories:

- Programme Office Costs, and
- Project Costs

7.1 Programme Office Costs

The region's Programme Office has been restructured and reduced in size and commitment to provide the following regional resource:

- Programme Manager – 1 day per week
- Web Officer – 1 day per month
- Administration Officer – 1 day per month
- Accountant – 1 day per month

Utilising existing resources, an estimated budget of **£30,000** per annum is required to deliver this function. Staff seconded to the office are engaged on a consultancy basis, thus ensuring only actual time undertaken in the support and management of projects is invoiced to the region's FRAs for reimbursement.

7.2 Project Indicative Costs

These are planned costs deemed essential to support the delivery of projects. The costs to deliver the *Resilience, Procurement and Resources & Development Projects* are to be met from existing FRA budgets, representing staff time only.

The activity necessary to deliver the *Shared Services Project* will be undertaken by an external independent organisation. An indicative cost to undertake the review work, forming a core element of this project, is circa **£10,000**. The review's outcome would be expected to offer proposals for implementation (if appropriate and approved) during 2009/10.

6.3 Disbursement

These costs are disbursed equally amongst the region's five FRAs (e.g. 20% per FRA). The costs shown do not include additional expenditure incurred to address Member and/or FRS officers' expenses etc to attend or host WMRMB, Programme Board and/or project board meetings. These costs will be borne by each respective FRA.

7. Risks

Programme risks are recorded within the *Programme Risk Log*. The risk log is filed on the WMRMB website.

8. Annual Efficiency Statement

The National Framework (paragraph 4.36) places a requirement upon FRAs and RMBs to continue to report efficiencies. FRAs forming WMRMB are expected to report collectively on efficiency savings delivered through the RMB.

9. Communications

The WMRMB website acts as the primary means of communication and dissemination. The website's functions are:

- information dissemination;
- awareness raising and promotion of the WMRMB Programme; and
- awareness raising in support of specific activities within each project.

The site may be accessed at:

www.wmrmb.co.uk

10. Reporting

The programme's progress is continuously monitored by the Programme Office with progress reported to principal stakeholders (e.g. WMRMB, Programme Board, CLG, FRAs, etc.). All monitoring reports are published on WMRMB's website.

The reporting methodology is summarised in Table 3 below.

Progress reported from:	Progress reported to:	Title of progress report used	Frequency of Reporting
Project Stream SRO & Lead Officer	WMRMB	Highlight Report/Presentation	Six monthly
Project Stream SRO & Lead Officer	Programme Board	Highlight Report/Presentation	Six monthly
Programme Manager	WMRMB	End of Tranche Report	Six monthly
Programme Manager	WMRMB, CLG & FRAs	Annual Report	Annually

Table 3 – Summary Reporting Process

11. Quality Assurance (OGC Gateway™ Review)

Quality Assurance of the WMRMB Modernisation Programme is afforded via the OGC Gateway™ Review Process. The Gateway™ Process examines programmes and projects at critical stages in their lifecycle to provide assurance that they can progress successfully to the next stage. It has been designed by OGC to be applied widely to programmes and projects in both the public and private sector.

The OGC Gateway™ Review '0' (parts 1-4) has been applied at programme initiation stage, the results of which are set out in Appendix B. The Gateway '0' is used on a regular basis with the results incorporated into the quarterly reports prepared by the Programme Manager.

For further details regarding the OGC Gateway™ Review '0' process please visit:

http://www.ogc.gov.uk/documents/FINAL_BOOK_0.pdf

12. Glossary of Terms

CLG	Department of Communities and Local Government <i>(formally the Office of the Deputy Prime Minister)</i>
Fire & Rescue Authority (FRA)	A statutory body established under the Fire Services Act 2004
FiReControl	The CLG national project established to oversee the development and implementation of regional fire controls
Firelink	The CLG national project established to oversee the procurement and implementation of national fire service voice and data communications system
Gateway Review	A formal review of the programme
LACC	Local Authority Controlled Company
OGC	Office of Government Commerce
PRINCE2	PR ojects IN a C ontrolled E nvironment (Version 2)
Programme	A portfolio of projects and activities that are co-ordinated and managed as a unit such that they achieve outcomes and realise benefits
Programme Board	The Sponsoring Group established to assist in the direction-setting and leadership of the programme
Programme Manager	The role responsible for the set-up, management and delivery of the programme
Programme Office	The function providing the information and support hub for the programme and its deliver objectives
Programme Plan	The document scheduling the projects, their costs, resources, risks, and transition activities together with the monitoring and control activities
Project	A temporary organisation that is created for the purpose of delivering one or more business products according to a specified Business Case
Project Board	The Sponsoring Group established to assist in the direction-setting and leadership of a project
Project Manager	The person given the authority and responsibility to manage the project on a day-to-day basis on behalf of the Project Board
Project Portfolio	A list of all the projects and activities to deliver the required 'future state' described in the programme's 'Blueprint'

RMB	Regional Management Board
Senior Responsible Owner	The role ultimately accountable for the for the successful delivery of a project/programme
WMRMB	West Midlands Regional Management Board

14 Appendix A: WMRMB Programme Plan 2008/09

Project Title: Resilience	Framework Paragraphs: 4.3 - MUST	Project SRO: TBC	Project Lead Officer: TBC
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Overarching Objectives/Outcomes:	Expected Benefits:	Approach to project:	Timescales:	Resources/Costs:	Reporting arrangements:
<ol style="list-style-type: none"> 1. Review and where appropriate, develop effective resilience plans for large scale emergencies 2. Review cross-border integration arrangements (both internal and external to the region) 3. Monitor progress, and where appropriate, support the delivery of the West Midlands Fire and Rescue Services Regional Fire Control 	<ul style="list-style-type: none"> • Enhanced cross-regional, regional and sub-regional resilience for large scale emergencies • Shared use of specialist resources for large scale emergencies • Smooth transition to RCC • Improved capacity • Sharing of best practice • Reduced costs 	Establishment of a regional resilience project team, staffed by seconded officers/managers from each FRA operating through a <i>virtual regional office</i> delivering on a <i>task and finish basis</i>	<p>Complete reviews by December 2008</p> <p>Implementation plan of transitional activities to be introduced during January 2009</p> <p>Quarterly monitoring of RCC project</p>	<p>Appointment of a suitable officer/manager from each FRA to the regional resilience project team.</p> <p>The costs to support this arrangement are to be borne by each FRA, supplemented by FiReControl and/or New Dimension grants where achievable</p>	<p>The team will be responsible for publishing a Project Plan against which monthly highlight reports will be circulated.</p> <p>A presentation will be given to each meeting of WMRMB and the Programme Board</p>

(The Senior Responsible Owner and Project Lead Officer are responsible for scoping and developing a Project Plan to deliver the above objectives/outcomes.)

Project Title: Resources & Development	Framework Paragraphs: 4.3 - MUST	Project SRO: TBC	Project Lead Officer: TBC
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Overarching Objectives/Outcomes:	Expected Benefits:	Approach to project:	Timescales:	Resources/Costs:	Reporting arrangements:
<ol style="list-style-type: none"> 1. Review and where appropriate, introduce regional and/or sub-regional personnel and human resource functions (activities), 2. Review and where appropriate, introduce regional and/or sub-regional training and development functions (activities), 3. Raise awareness of the benefits of the Retained Duty System to both potential recruits and their employers 	<p>Identification of further areas for collaborative working at regional/sub-regional levels, potentially leading to:</p> <ul style="list-style-type: none"> • Improved capacity • Sharing of best practice • Reduced costs 	<p>Delegation to the existing regional Human Resource Practitioners Group to undertake a <i>task and finish</i> review any additional areas of activity in respect of human resource management, training and development to be introduced at a regional sub-regional level</p>	<p>Complete reviews by September 2008</p> <p>Implementation during October 2008>, where appropriate</p>	<p>Utilisation of the existing Human Resource Practitioners Group, no additional cost implications envisaged to complete review</p>	<p>Presentation to be made to WMRMB/ Programme Board, with recommendations for action as appropriate</p>

(The Senior Responsible Owner and Project Lead Officer are responsible for scoping and developing a Project Plan to deliver the above objectives/outcomes.)

Project Title:	Framework Paragraphs:	Project SRO:	Project Lead Officer:
Shared Services	4.4 - MUST	TBC	TBC

Overarching Objectives/Outcomes:	Expected Benefits:	Approach to project:	Timescales:	Resources/Costs:	Reporting arrangements:
1. Review and where appropriate, consider the integration common and specialist services (<i>subject to WMRMB approval, it is proposed that this area of work is constrained to non-operational activities</i>)	<ul style="list-style-type: none"> • Improved capacity • Sharing of best practice • Reduced costs 	The commissioning of an independent body/organisation to review the scope for the integration of common and specialist services at a regional and sub-regional level within the region's FRSS	<p>Review to be completed by December 2008</p> <p>Implementation during 2009, if appropriate</p>	Circa £10k	Presentation to be made to WMRMB/ Programme Board, with recommendations for action as appropriate

(The Senior Responsible Owner and Project Lead Officer are responsible for scoping and developing a Project Plan to deliver the above objectives/outcomes.)

Project Title: Procurement	Framework Paragraphs: 4.3 - MUST	Project SRO: TBC	Project Lead Officer: TBC
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Overarching Objectives/Outcomes:	Expected Benefits:	Approach to project:	Timescales:	Resources/Costs:	Reporting arrangements:
1. To continue to introduce regional procurement within the context of the National Improvement Strategy for the Fire and Rescue Service	Identification of further areas for collaborative working at regional/sub-regional levels, potentially leading to: <ul style="list-style-type: none"> • Improved capacity • Sharing of best practice • Reduced costs 	Delegation to the existing regional Procurement Officers Group to undertake a <i>task and finish</i> review any additional areas of activity in respect of procurement that could be introduced at a regional sub-regional level	Complete reviews by September 2008 Implementation during October 2008>, where appropriate	Utilisation of the existing Procurement Officers Group, no additional cost implications envisaged to complete review	Presentation to be made to WMRMB/ Programme Board, with recommendations for action as appropriate

(The Senior Responsible Owner and Project Lead Officer are responsible for scoping and developing a Project Plan to deliver the above objectives/outcomes.)

15 Appendix B: OGC Gateway '0' Review

The OGC Gateway™ Review '0' (parts 1-4) has been applied at programme initiation stage, the results of which are set out within this Appendix.

*For further details regarding the OGC Gateway™ Review '0' process please visit:
http://www.ogc.gov.uk/documents/FINAL_BOOK_0.pdf*

	Areas to probe	Evidence expected	Evidence	Compliance
1: Policy and business context	1.1 Is the business strategy to which this programme contributes agreed with the programme's sponsoring group (e.g. Ministers or the organisation's management board) and robust?	<ul style="list-style-type: none"> A clear direction set out in the business strategy, which is owned by key stakeholders and informs all investment in public service reform or organisational change. 	Yes - the WMRMB Programme Plan delivers the region's obligations as set out in the National Framework.	Full
	1.2 Does the programme reflect the current policy and organisational environment and does the scope of the programme fit with the strategy?	<ul style="list-style-type: none"> Documented evidence that the sponsoring group (e.g. Ministers or the Board) have agreed the scope of the programme and its alignment with policy objectives, organisational strategy and/or change priorities Where there are significant changes in policy priorities, in stakeholders' views, or the key objectives, evidence that there has been a re-appraisal of the programme. 	Yes - the WMRMB Programme Plan reflects the requirements of the National Framework.	Full
	1.3 Is the governance framework fit for purpose and in particular is there commitment to key roles and responsibilities for this programme within current corporate priorities?	<ul style="list-style-type: none"> Evidence of commitment from the sponsoring group (e.g. top management, key partners and Ministers), a willingness to take ownership, and a clear understanding of their roles in achieving successful outcomes 	Yes - WMRMB is comprised of key political and officer stakeholders from within the region.	Full
		<ul style="list-style-type: none"> Key roles have been identified and assigned, (e.g. responsible Minister, SRO, Programme Director, Programme Manager, Business Change Manager or equivalent role) and strand/sub-programme managers with named individuals with responsibility for the transition to new ways of working 	Yes – key roles have been assigned, as set out in the WMRMB Programme Plan.	Full
		<ul style="list-style-type: none"> For cross-cutting programmes, evidence that all parties involved know how they are engaging in the programme and are committed to its delivery; clear governance arrangements to ensure sustainable alignment with the business objectives of all organisations involved. 	Yes – the WMRMB Programme Plan must be agreed to by the entire Board	Full

<p>1.4 Are the required skills and capabilities for this programme available, taking account of the organisation's current commitments and capacity to deliver?</p>	<ul style="list-style-type: none"> • Evidence that the organisation has brought together (or has credible plans for bringing together) the skills and capabilities it needs to plan and achieve the desired outcomes, and has access to external sources of expertise where necessary • Evidence that it is realistic about the complexity of the changes and how they can be managed (learning from previous/other programmes where that is appropriate) • Key roles within the programme identified with named individuals • Key individuals have an appropriate track record of successful delivery • Where appropriate, the programme has access to expertise that can benefit those fulfilling the requisite roles • Evidence of appropriate allocation of key programme/project roles between internal staff and consultants or contractors. 	<p>Yes – the required skill levels to deliver the Programme exist within the region.</p> <p>However, capacity to deliver the Programme remains a risk.</p>	<p>Largely</p>
<p>1.5 Is the organisation able to learn from experience with this programme and other programmes?</p>	<ul style="list-style-type: none"> • Evidence that the organisation has processes in place to incorporate lessons learned from this programme, and its components, into wider best practice • Evidence that the organisation learns from the experiences of others. 	<p>Yes – the WMRMB Programme Plan builds upon the experience and learning of previous regional plans.</p>	<p>Full</p>
<p>1.6 Is there a framework for managing issues and risk to this programme?</p>	<ul style="list-style-type: none"> • Defined roles, responsibilities and processes for managing issues and risk across the programme, with clearly defined routes for bringing issues and risks to the attention of senior management. 	<p>Yes – the Risk Log is presented on a regular basis to the Board.</p>	<p>Full</p>

2: Business case and stakeholders Areas to probe	Areas to probe	Evidence expected	Evidence	Compliance
	<p>2.1 Is there a clear understanding of the outcomes to be delivered by the programme and are they soundly based?</p>	<ul style="list-style-type: none"> • A description of the programme's business/policy drivers/objectives and how they contribute to the overall objectives of senior management for a particular public service or the organisation's change agenda • An outline of the required outputs/outcomes and their relationship to each other • Definition of the benefit profiles for the programme, for each of the benefits expected • Evidence that the way forward is likely to achieve the intended outcome • For policy implementation, a rationale and objectives statement, appraisal of options and evaluation plan for the option being pursued • Where applicable, description of linkage to government performance and delivery targets and/or commitments of senior management. 	<p>Yes – largely, the WMRMB Programme Plan sets out within Appendix A the overarching objectives, but these will require development at a project level.</p>	<p>Largely</p>
<p>2.2 Does the programme demonstrate a clear link with wider government objectives?</p>	<ul style="list-style-type: none"> • Analysis to show the programme's relationship to relevant cross-cutting government policies, such as the Modernisation Agenda and transformational Government • Options identified that reflect the requirements of the government's Public Service Reform initiatives • Account has been taken of relevant impact assessment and appraisal issues, such as Regulatory Impact, Sustainable Development and Environmental Appraisal • Linkage between strategic objectives and outcomes and the programme's deliverables. 	<p>Yes – the WMRMB Programme Plan is aligned to the requirements of the National Framework 2008-11</p>	<p>Full</p>	

2.3 Is there an understanding of the scope of the programme?	<ul style="list-style-type: none"> • A description of the programme scope as far as it is known – what is in and out of scope? 	Yes – largely, the WMRMB Programme Plan sets out within Appendix A the overarching objectives, but these will require development at a project level.	Largely
2.4 What will constitute success?	<ul style="list-style-type: none"> • Definition of key critical success factors and how the required quality of performance will be measured • Description of main outcomes and analysis of the leading and lagging indicators of them • Relationship between programme outcomes and government targets, or major policy initiatives, where applicable • Projected performance over the life of the programme, with key performance targets and measures agreed with stakeholders • Evidence that the programme can be evaluated in a practical and affordable way. 	Completion and delivery of the objectives set out within Appendix A of the WMRMB Programme Plan demonstrate success, insofar as securing compliance with the requirements of the National Framework	Full
2.5 Who are the stakeholders and are they supportive?	<ul style="list-style-type: none"> • A list of key stakeholders and statements of their needs and support for the programme • Plan for communicating with and involving stakeholders in appropriate ways, and securing common understanding and agreement • For cross-cutting programmes, clear lines of accountability for resolving any conflicting stakeholder requirements • Recognition of the need to involve external delivery partners and industry, plus the supply side where appropriate. 	<p>The primary stakeholders are the five FRAs of the West Midlands region who collectively constitute WMRMB.</p> <p>Support is obligated through the FRS Act 2004</p>	Largely

<p>2.6 What are the component projects and sub-programmes of the programme, and why is it structured in this way?</p>	<ul style="list-style-type: none"> • Description of programme strands and/or sub-programmes and main projects, with explanation of how each will contribute to the required outcomes; key deliverables and identification of key interdependencies • Evidence that implementation will be broken up into manageable steps and phased delivery where appropriate, and will avoid 'big bang' approaches. 	<p>Appendix A of the WMRMB Programme Plan sets out the four project strands that form the Programme.</p>	<p style="text-align: center;">Full</p>
<p>2.7 Is the proposed programme affordable?</p>	<ul style="list-style-type: none"> • An estimate of the programme cost based on previous experience/comparison with other similar programmes, down as appropriate by programme strands and/or sub-programmes and main projects • Available funds identified and methods of securing additional necessary funding determined • Provision in current spending review allocation, including an allowance for risk • Market soundings and assessment of likely cost profiles. 	<p>Yes – the costs associated with delivery of the Programme are set out within the WMRMB Programme Plan (circa £40k)</p>	<p style="text-align: center;">Full</p>
<p>2.8 What are the additional factors that could affect success?</p>	<ul style="list-style-type: none"> • Main risks identified at the outset, with nominated risk owners; options for mitigating these risks considered; and need recognised for contingency plans and, where appropriate, business continuity plans • Description of dependencies/other factors/programmes already under way that could affect the outcomes of the programme • Engagement with delivery chains and/or the market to determine capability to meet the need and, where appropriate, to identify suitable options for delivery • Where suppliers/partners are already in place, evidence that their ability to deliver has been considered • The legal framework for the programme and its projects exists, is comprehensive and is sound. 	<p>A number of factors could affect success:</p> <ul style="list-style-type: none"> • Lack of support/engagement from FRAs • Change in Government Policy • Changes to National Framework <p>The WMRMB Review (Feb 2008) captures these factors.</p>	<p style="text-align: center;">Full</p>

	<p>2.9 Have programme controls been determined, especially where constituent projects will be 'joined up' with other organisations?</p>	<ul style="list-style-type: none"> • Overall programme controls defined (progress tracking, risk management, issue identification and resolution, impact assessment) defined • Interdependencies between other programmes and projects defined, with high-level plans for managing them • For collaborative programmes, accountabilities and governance arrangements for different organisations defined and agreed • Parties in the delivery chain identified and an approach to them working together established • Processes to manage and record key programme information and decision-making. 	<p>Yes – the Programme functions within a PRINCE2 & MSP framework.</p>	<p>Full</p>
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3: Management of intended outcomes	Areas to probe	Evidence expected	Evidence	Compliance
	3.1 Have the main outcomes been identified?	<ul style="list-style-type: none"> Up-to-date list of the main outcomes and desired benefits, linked to strategic outcomes and to the deliverables from specific projects 	Yes – largely, the WMRMB Programme Plan sets out within Appendix A the overarching objectives, but these will require development at a project level.	Largely
	3.2 Are the planned outcomes still achievable, or have any changes in scope, relationship or value been properly agreed, and has the Business Case been reviewed?	<ul style="list-style-type: none"> Outcomes identified, together with their relationships to each other Credible plans for the achievement of outcomes Ongoing commitment from stakeholders to the outcomes and their achievement. 	Yes – largely, although it is acknowledged that the final version of the National Framework could contain different objectives to those set out in the WMRMB Programme Plan.	Largely
	3.3 Are key stakeholders confident that outcomes will be achieved when expected?	<ul style="list-style-type: none"> Confirmation that planned outcomes have been achieved to date Mechanisms for collecting performance data in place and a plan for evaluating impact of programme in operation Programme Board confident that planned milestones will result in good quality deliverables that will, in turn, deliver the necessary outcomes Commitment from key stakeholders that programme deliverables will achieve the desired outcomes. 	To be determined.	Largely

	<p>3.4 Is there a plan for achieving the required outcomes?</p>	<ul style="list-style-type: none"> • A benefits management strategy, and a plan to ensure that outcomes are delivered in terms of performance measures/key performance indicators • Plans to identify appropriate baseline measures against which future performance will be assessed • Plans to carry out performance measurement against the defined measures and indicators • Where planned outcomes have not been achieved, evidence that the problems have been identified and plans are in place to resolve them • Clarity on how the objectives from the sub-programmes/projects link to the outcomes of the programme. 	<p>Yes – largely, the WMRMB Programme Plan sets out within Appendix A the overarching objectives, but these will require development at a project level.</p>	<p>Largely</p>
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4: Risk management	Areas to probe	Evidence expected	Evidence	Compliance
	4.1 Have the major risks been identified?	<ul style="list-style-type: none"> Up-to-date list of major risks to the overall programme (strategic, political/reputational and legislative) analysed by likelihood and impact Early warning indicators identified Evidence that the risks of success (e.g. take-up or usage greater than expected) have been considered and contingencies identified Evidence of regular review of risks, mitigation options and contingency plans. 	Yes – WMRMB has a Risk Log that is updated on a regular basis and reported to the Board at each meeting.	Largely
4.2 How will risks be managed?	<ul style="list-style-type: none"> Identification of a governance framework and procedures for risk management in the programme, and allocation of responsibilities Details of the risk allocation (to whom allocated and why) with high level plans for managing them Action to manage the risks identified and, where appropriate, action taken Evidence of the escalation procedures. 	Risks will be managed by the Programme Manager and monitored by the Board	Largely	

<p>4.3 Have assurance measures for the programme been put in place?</p>	<ul style="list-style-type: none"> • 'Critical friends' to the programme (e.g. internal audit, procurement, specialists and/or peer reviewers co-opted onto the Programme Board) appointed, with evidence that they challenge assumptions, decisions and risks • OGC Gateway™ Reviews, health-checks and/or policy reviews incorporated into plans • Evidence that Review recommendations are turned into action plans • Evidence that advice from 'critical friends' is acted upon • Where appropriate, evidence of audit arranging for complementary assurance (about control and processes) from audit functions through the delivery chain • Evidence that the programme is subject to the organisation's assurance framework for its portfolio of programmes and projects • Evidence that market/supply considerations are understood and acted upon. 	<p>Gateway '0' of the OGC Gateway framework is repeated at each Tranche within the programme.</p> <p>No external verification takes place by CLG</p>	<p>Largely</p>
<p>4.4 Is there a contingency plan and, where appropriate, business continuity plans?</p>	<ul style="list-style-type: none"> • Decisions about contingency and, where necessary, business continuity arrangements made with appropriate plans • Programme's effects on public services analysed and decisions taken about those for which contingency arrangements will be needed • Milestones relating to contingency measures in plans, and the milestones being achieved as expected. 	<p>No – contingency plans do not exist</p>	<p>None</p>