



Report

End of Tranche Review 5

(Version 1 – Final)

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1. Purpose of Document

The West Midlands Regional Management Board's (WMRMB) Modernisation Programme is no different to other activities in that progress should be assessed at regular points and performance measured against required standards and pre-set criteria. The programme should be able to demonstrate that the management processes employed and the governance arrangements applied are effective and appropriate for the programme, that the particular needs of stakeholders (i.e. Fire Authorities, Office of the Deputy Prime Minister (ODPM) and staff) are being – or are likely to be – met, and that the investment is delivering the required results.

The **End of Tranche Review (EoTR)** acts a key control document to facilitate regular monitoring and performance reporting to the WMRMB and key stakeholder groups.

2. Frequency of Reports

The duration of a 'Tranche' within the region's modernisation programme will be deemed to be the period between prearranged WMRMB meetings (*to be held every three monthly intervals – see website for scheduled meeting dates*). An EoTR will be presented to each prearranged meeting of the WMRMB, this will be preceded by an EoTR *Interim* Report prepared and presented specifically for the WMRMB Programme Board.

3. Report Contents

The report structure satisfies the requirements of the Office of Government Commerce prescribed (OGC) approach¹. Whilst prepared with brevity in mind, additionally, the review has been expanded to incorporate reporting requirements of the ODPM and other key stakeholder groups.

This EoTR is intended to satisfy the future reporting requirements of the Fire and Rescue National Framework that calls for regional management boards to demonstrate **continuing** and **measurable** progress.²

4. Senior Responsible Owner's Summary Report

It is pleasing to report that following the recent project board restructure exercise that *continuing* and *measurable* progress is emerging from WMRMB's

¹ OGC (2003). *Managing Successful Programmes*. London. TSO.

² ODPM (2005). *Draft Fire and Rescue Service National Framework 2006-08* (Para 2.5). p18. London. TSO.

Modernisation Programme. The region faces many further challenges during 2006 and I remain satisfied and confident that WMRMB is now stronger and more focused to deliver the requirements of the current and future National Frameworks.

Cllr David Hinton
Chair to WMRMB

5. ODPM Business Change Manager's Summary Report

The route adopted by the WMRMB in the delivery of the National Framework continues to embrace government's vision of modernisation. The approach has already demonstrated the capability for the inclusion of further requirements in a controlled and co-ordinated manner.

The WMRMB through its Programme Office has a rigorous process in place to monitor and report against progress made towards meeting the requirements in each of the six key areas listed in paragraph 2.9 of 'The Fire and Rescue Service National Framework 2005/06'. This process has been further enhanced by the rationalisation of the 22 projects down to seven themed project boards.

An environment of collaboration has been established and the engagement of Members within the projects is starting to bring the benefits of leadership and accountability. The submission of regional responses to consultation documents issued by the ODPM and the development & evaluation of an accredited quality assurance process to support the CFOA / HMFSI jointly developed operational assurance methodology for use by the FRS are just two examples of collaborative work which has taken place at RMB level.

I continue to look forward with enthusiasm to being part of, and building upon, the strong relationships that have been forged within this region as a consequence of the creation of the WMRMB.

Ms Jean Cole
Business Change Manager, GOWM

6. Summary of Programme Progress

In October 2005 the WMRMB Modernisation Programme was restructured and re-launched following a major resource rationalisation exercise. The existing 22 project boards have now successfully been reduced to seven thematic project boards that have been structured to address the relevant areas of the national framework:

- **Fire Safety**
- **Performance**
- **Procurement**
- **Resilience**
- **Fire Control**
- **Human Resource Management**
- **Response**

To support this major change exercise a series of training workshops have been held to provide all SROs, Lead Officers, Business Change Managers and Project Managers with the necessary skills to perform their designated roles. In addition, the WMRMB website is now fully functional and acts as a portal for the storing of all information relevant to the activities of the programme board and thematic project boards.

In addition to planned activity (as defined within the Programme Plan), WMRMB has been successful in securing funds of £24K through the Capacity Building Programme to support the development of a regional operational quality assurance methodology. Reporting to the Performance Project Board, a regional working group has been established to work closely with appointed consultants to produce an accredited operational quality assurance process that will facilitate the implementation of the CFOA/HMFSI national operational assurance toolkit within this region. This initiative is unique within the UK and as a consequence representatives of WMRMB also participate within the national forum responsible for the development and implementation of the toolkit. It is hoped that through collaborative working as experienced at the time of the CPA peer assessments, that this region will equally benefit from the collective capacity of a specialised regional operational peer assessment team.

7. Programme Outlook

Following the recent restructuring exercise the seven new thematic project boards are currently consolidating work previously completed and prioritising outstanding objectives set out within the *WMRMB Programme Plan 2005/06* (Version 2.5).

The current programme plan is now the subject of review to address issues arising from exception reports that have been submitted by project boards to tackle slippage etc. The amended programme plan (version 6) will be posted on the WMRMB website.

A proposed *WMRMB Programme Plan 2006-08* that incorporates the requirements of the new draft Fire and Rescue National Framework 2006-08 will be presented at the next meeting of the Programme Board (21st March 2006). This plan will be

structured to ensure the smooth transition from the current to the future National Framework without placing undue additional burdens upon individual authorities.

8. Benefits arising during Tranche

Project progress specific to objectives set out within the *WMRMB Programme Plan 2005/06* are recorded within Checkpoint and Highlight Reports that can be accessed via the WMRMB website³ - <http://www.wmrmmb.co.uk/secure/delivery-programme/member-area.asp>

A summary of benefits arising within the most recent reporting period are shown below.

Thematic Project	Benefit Description
Fire Safety	<ul style="list-style-type: none"> • Completion of a regional RRO Policy Document • Completion of a regional policy document for the reduction of false alarms that adopts ODPM & CFOA guidance (leading to a 10% reduction in unwanted calls)
Performance	<ul style="list-style-type: none"> • Training of CPA peer reviewers • CPA Peer Reviews conducted during 2005 • All Fire and Rescue Authorities in region securing 'Good' in CPA assessment
Procurement	<ul style="list-style-type: none"> • Draft regional framework for external funding prepared • Regional procurement work packages completed • Cashable (£10K) and non-cashable (£10K) efficiencies achieved • Regional Contracts Register established • Organisation for delivery in place • Training needs analysis completed and submitted to RCE • FRAs expenditure assessment completed
Resilience	<ul style="list-style-type: none"> • Regional Mass Decontamination capability • Enhanced hazardous materials identification capability utilising SENSIR Hazmat I.D. • High Volume Pumping Units proving to be a major asset to Brigades, particularly for water relaying capability • Enhanced thermal imaging capability now in place across the region • Interim Urban Search & Rescue (WMFRS) progressively being expanded with further assets

³ Note – certain areas of the website are password protected and only accessible to authorised members/officers of WMRMB.

Fire Control	<ul style="list-style-type: none"> • Continued support to the National Projects and with the aim of contributing to a successful solution that will benefit the wider community
HRM	<ul style="list-style-type: none"> • Role based assessments completed • Firefighter & Supervisory Development Programme completed • Middle Management Development Programme completed • Agreement reached over regional ADCs
Response	<ul style="list-style-type: none"> • Development of a regional H&S audit protocol for auditing each member Authority under the RoSPA QSA system. • Regional training to H&S staff to RoSPA QSA Auditing Standard • Regional approach to the provision of Specialist Accident Investigators • Collaborative working with Devon, Dorset and Wiltshire • Regional approach to the reporting of accidents & injuries • Establishment of WMRMB H&S Forum for sharing best practice • Development of WMRMB IRMP Framework • Review of National H&S Task Group Business Plan and development of WMRMB H&S Business Plan to coordinate delivery and implementation of H&S guidance and good practice • Regional approach to requesting assistance and attendance of police at incidents involving violence and aggression towards fire crews • Regional Calendar promoting key H & S messages to all Regional FRS employees • Funding (£24K) secured through Capacity Building Programme to facilitate development of an accredited regional operational assurance process

9. Summary of key Issues and Risks identified during Tranche

Project specific issues and risks are recorded within the respective logs stored on the WMRMB website⁴. These may be viewed at -

<http://www.wmrm.co.uk/secure/delivery-programme/member-area.asp>

⁴ Note – certain areas of the website are password protected and only accessible to authorised members/officers of WMRMB.

A summary of key issues and risks applicable to the seven thematic project boards are provided below.

Thematic Project	Issue/Risk	I: Issue R: Risk	Comments
Fire Safety	<ul style="list-style-type: none"> Reliant upon implementation of Regulatory Reform Order by 1st April 2006 	R	Any delay in the implementation of the Order will impact upon the timely completion of WMRMB's Programme objectives.
Performance	<ul style="list-style-type: none"> Delays in completing CPA regional roundtable improvement planning Uncertainty over future CPA format Slippage in completion of regional Best Value methodology 	I R I	Regional BCM dealing Regional BCM dealing Rescheduled for completion by 31/03/6
Procurement	<ul style="list-style-type: none"> Level of support from Regional Centre of Excellence (RCE) failing to meet expectations Regional capacity issues due to competing demands 	I	Project Board to monitor
Resilience	<ul style="list-style-type: none"> Continual delays in USAR accommodation funding being signed off by ODPM Secondment of Project Manager finishes 02/02/06 Various timelines of non-FRS Category 1 & 2 Responders across the region to deliver CCA 2004, is compromising the project output delivery dates, as defined in the Project Portfolio. Proposed reduction of HR levels within CRD Regional New Dimension Team, will impact on support to Brigades in the delivery of New Dimension assets into the region. 	I R I R	Will now cause overrun on original completion date of 01/01/07 Board reviewing Project Board to monitor Programme Board to monitor
Fire Control	<ul style="list-style-type: none"> Lack of sufficient funding / 	I	Project Board to monitor

	<p>resources from New Burdens, Programme Office and FRA / RMB to deliver the project</p> <ul style="list-style-type: none"> • Lack of identification of funding / affordability of the ongoing costs of RCC, in sufficient time to allow for financial planning • Staff retention in control room / support staff • Current project timescales may not be achieved • Delivered solution has a negative impact on Out of Scope Brigade Activities / Processes 	I R R R	and update Programme Board on regular basis
HRM	<ul style="list-style-type: none"> • Regional capacity issues due to competing demands. This has resulted in slippage in several HR work package areas 	I	Exception reports submitted to address slippage
Response	<ul style="list-style-type: none"> • IRMP Project Manager vacancy • Representatives attending Project Board meetings are not always appropriate to expected role • Industrial action affecting WMF&RS capacity to support project • Partial absence of Project Manager due to illness 	I I I I	Under review Under review Some slippage caused Some slippage caused

10. Lessons identified during Tranche

There are no recorded *lessons learned* for the reporting addressed by this report.

11. OGC Gateway Review

Quality Assurance of the Programme is afforded via the OGC Gateway Review Process. The Gateway Process⁵ 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.

Sections 3, 4, 5 and 6 of OGC Gateway Review '0' are applied at each end of tranche review point, the results of which for Tranche 5 are provided in the attached Appendix

⁵ OGC Gateway '0' Version 2 (amended 2005)

Appendix - OGC Gateway Review 0: Strategic Assessment

3: Review of current phase

Areas to probe	Best Practice	Evidence Identified/Comments	Score Rating	Actions Required
3.1 Is the programme on track?	<p>Revisit the key assumptions in the updated programme management documentation, including definition, plans and strategies. These assumptions include:</p> <ul style="list-style-type: none"> ➤ milestones achieved as planned ➤ resources and funding used to date ➤ issues being resolved ➤ confidence from delivery partners that future milestones and plans are realistic ➤ Interdependencies with other programmes being managed. 	<p>Elements of the WMRMB Modernisation Programme are not on track.</p> <p>The Programme has been fully supported through the provision of training, support and guidance.</p> <p>Some Thematic Project Boards have progressed well since the earlier restructuring. However, some projects have not achieved the milestone targets specified in WMRMB Programme Plan Version 2.5.</p>	<p>Problems have been PARTIALLY assessed and resolved</p>	<p>Programme Manager to monitor.</p> <p>Brigades should actively support Project Teams.</p>
3.2 Have problems occurred and if so how have they been resolved?	<p>Issues should be documented in an issue log with details of action taken and the programme plan updated to reflect changing issues and risks.</p>	<p>The industrial action within WMFRS has had some impact upon project activity.</p> <p>Some changes have occurred in personnel assigned to projects.</p>	<p>Problems have been PARTIALLY assessed and resolved</p>	<p>Issue and Risk logs to be completed/ Updated.</p> <p>Monitor and support.</p>

4: Management of intended outcomes				
4.1 Have the main outcomes been identified?	There should be an up-to-date list of the main outcomes, linked to strategic outcomes and to specific projects	Expected outcomes are documented within WMRMB Programme Plan.	Outcomes have been FULLY identified	
4.2 Are the planned outcomes achievable and not changed in scope, relationship or value?	Establish the key targets and critical success factors in order to monitor progress against key time, cost, quality and environmental criteria. In particular, it is important to identify programme-wide cost increases, time overruns and compromises as early as possible in order to assess complications and take corrective action.	Expected outcomes, together with relevant targets, time milestones are documented within WMRMB Programme Plan. These are achievable subject to Brigades providing resources to Project Boards & Project Managers	Planned outcomes are LARGELY achievable	Brigades must support Project Boards.
4.3 Are principal stakeholders confident that outcomes will be achieved when expected?	Confirm that planned outcomes have been achieved to date; check that the planned milestones will result in good quality deliverables that will, in turn, deliver the necessary outcomes. Check the ongoing commitment from key stakeholders that programme deliverables will achieve the desired outcomes	Project Boards and Programme continued to be informed of progress.	Stakeholders are LARGELY confident that outcomes will be achieved	Monitor.

4.4 Is there a plan for achieving the required outcomes?	There should be a plan to ensure that outcomes are delivered in terms of performance measures/key performance indicators Where planned outcomes have not been achieved, check that the problems have been identified and plans are in place to resolve them.	Expected outcomes, together with relevant targets, time milestones are documented within WMRMB Programme Plan. These are achievable subject to Brigades providing resources to Project Boards & Project Managers.	Planned outcomes are FULLY documented within plan	Brigades must support Project Boards to ensure delivery of outcomes.
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5: Risk management

Areas to probe	Best Practice	Evidence Identified/Comments	Score Rating	Actions Required
5.1 Have the major risks been identified?	Potential major risks (including strategic, political and legislative risks) should be documented in the risk register. The risks of success (e.g. take-up or usage greater than expected) will need to be considered and contingencies identified.	Not all Project Boards have completed on-line Risk and Issue logs	Risks have been PARTIALLY identified and recorded	Programme Risk Manager to address.
5.2 How will risks be managed?	Determine how risks will be allocated (to whom allocated and why) with high-level plans for managing them.	WMRMB Risk management strategy in place.	Risk management process is FULLY in place	Programme Risk Manager to offer continued support.
5.3 Have assurance measures for the programme been put in place?	Ensure that 'critical friends' to the programme (e.g. internal audit, specialists and/or peer reviewers co-opted onto the programme board) are appointed, to challenge assumptions, decisions and risks.	Regional BCMs appointed to review, approve and implement outcomes.	Assurance measures are LARGELY in place	BCM workshops arranged to review outcomes.

5.4 Is there a contingency plan?	Consider the programme's effects on public services and ensure that decisions are taken about those for which contingency arrangements will be needed. Milestones relating to contingency measures should be defined in plans, and ongoing checks that the milestones are being achieved as expected	No contingency plans are in place.	Contingency Plans have NOT been implemented	Programme Manager to review.
6. Readiness for next phase				
Areas to probe	Best Practice	Evidence Identified/Comments	Score Rating	Actions Required
6.1 Is there a continuing need for the programme?	Confirm that the programme outcomes are still aligned to Ministers' and departmental strategy and current priorities.	Yes. Need for programme has been further reinforced with release of the draft 2006-08 National Framework.	The Programme should be continued in FULL	No actions required.
6.2 What assumptions have been made about the programme?	Check that the major assumptions made in preparing the programme brief are continually challenged and updated to reflect any changes that could affect success.	Assumptions: <ul style="list-style-type: none"> • WMRMB will continue to support and fund the Programme Office • Members will continue to act as SROs • MSP and PRINCE2 will continue to be applied • Quality training and support will continue to be delivered to all SROs, Project Managers and Business Change Managers 	Assumptions have been FULLY identified	No actions required.

		<ul style="list-style-type: none"> • Change will be enthused, not dictated • Resistance will be normal • Mistakes will be made 		
6.3 How will change be managed?	There should be plans for managing the transition to new ways of working/structures/policies, with any key barriers identified (such as cultural resistance to change) and the approach to overcoming them agreed.	<p>Through the application of MSP and PRINCE2 and strong inspirational leadership from key stakeholders.</p> <p>BCMs will now play a key role.</p>	The management of change has been LARGELY addressed	Monitor progress.
6.4 Affordability: Are the funds to reach the next phase available?	A statement of budget provision should be set out in the programme business case and the availability of ongoing funding confirmed through the corporate investment	Programme and project costs scoped and recorded in 'Programme Plan'.	Affordability has been FULLY assessed	Continuous monitoring via Treasurers and Accountants. Reports presented Programme Board quarterly.
6.5 Are the required internal/external (individuals and organisations) suitably skilled,	Determine who needs to be involved, when and what they must deliver. See the skills matrix for details of skills requirements Check that the key roles are in place, with skills matched to the nature of	All key roles have been identified and arrangements and training delivered to those who have attended arranged training sessions.	Skills and commitment requirement has LARGELY been addressed	On-going training to be carried out. WMRMB to consider

<p>available and committed to carrying out the work?</p>	<p>the work, and that they will be available when needed throughout the next phase.</p>	<p>Project Manager post to Resilience Project Board requires funding during 2006.</p>		<p>ongoing funding of Project Manager post to Resilience Project Board.</p>
<p>6.6 Achievability: Are the plans for the next phase realistic?</p>	<p>The business case should assess the capability of the organisation to manage a successful business change. Detailed information should be documented in the programme plan showing:</p> <ul style="list-style-type: none"> ➤ streams of work (sub-programmes, projects, etc.) ➤ deliverables/milestones and the routemap to achieve them ➤ timescales ➤ organisation ➤ costs and resourcing ➤ stakeholder involvement 	<p>Addressed fully within WMRMB Programme Plan and aligns to the requirements of the National Framework.</p>	<p>Achievability of plans has been FULLY addressed</p>	<p>Monitor</p>
<p>6.7 Are appropriate management controls in place?</p>	<p>Effective management means setting out clear, specific, measurable and achievable objectives, and motivating and monitoring the programme team to deliver to the best of their ability. There must be an adequate governance framework in place, with details of management controls should be set out in the programme plan accountability allocated to the SRO and programme management</p>	<p>Yes – through the application of MSP and PRINCE2.</p>	<p>Control measures are FULLY in place</p>	<p>Monitor.</p>

	<p>controls and reporting mechanisms defined. There should also be plans for ongoing management of the delivery chain.</p>			
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