



**Report**

# **End of Tranche Review 6i**

(Version 1 – Final)

**June 2006**



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### **Document Author(s)**

Name	Title	Version	Reference
Steve Worrall	Programme Manager	1	MSP/ET/SGW/6i

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Louise Goodhead	Programme Support Officer	13 <sup>th</sup> June 2006	1

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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, Department of Communities and Local Government (DCLG) (previously known as the - Office of the Deputy Prime Minister) 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) approach<sup>1</sup>. Whilst prepared with brevity in mind, additionally, the review has been expanded to incorporate reporting requirements of the DCLG 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.<sup>2</sup>

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<sup>1</sup> OGC (2003). *Managing Successful Programmes*. London. TSO.

<sup>2</sup> ODPM (2006). *Fire and Rescue Service National Framework 2006-08* (Para 2.5). p18. London. TSO.

## **4. DCLG Business Change Manager's Summary Report**

*No comments are available from the DCLG Business Change Manager (BCM) due to the transition phase to the region's new BCM (Tina Thomas)*

## **5. 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 been successfully 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**

The seven thematic project boards are now at the conclusion stage of their 2005/06 activities/objectives to support the delivery of the WMRMB Programme Plan 2005/06.

## **6. Programme Outlook**

With the recent approval of the WMRMB Programme Plan 2006-08, the region's thematic project boards are currently in a stage of closure of 2005/06 activities and start-up of 2006-08 activities to deliver government's objectives set out within the Fire and Rescue National Framework 2006-08.

A review is currently under way to capture and record the lessons learned and benefits delivered. The results of this review will be presented at the WMRMB AGM (28<sup>th</sup> July 2006) by means of an annual report.

## **7. 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 website<sup>3</sup> - <http://www.wmrb.co.uk/secure/delivery-programme/member-area.asp>

A summary of benefits arising within the most recent reporting period are shown below. Benefits arising within previous reporting periods are recorded within earlier EoTR reports and filed on the WMRMB website.

<b>Thematic Project</b>	<b>Benefit Description</b>
<b>Fire Safety</b>	<ul style="list-style-type: none"> <li>• <i>Project tasks completed</i></li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>• Standardised Best Value Review Template finalised and distributed</li> <li>• Operational Assurance Peer Reviews carried out within all Brigades</li> <li>• Regional response prepared to Ops Assurance consultation exercise</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Access to South East and South West Operational Equipment Contract</li> <li>• 15K funding received from bid to RCE</li> <li>• Estates sub group – energy efficiency</li> <li>• Workshops sub group – Collaborative working</li> <li>• Stockholding: Terms of Reference agreed</li> <li>• Standardised procurement checklist</li> <li>• National benchmarking exercise – Insurance</li> <li>• Bid to Regional Centre of Excellence</li> <li>• Consideration of WMRMB funding</li> <li>• Expenditure levels by category determined for constituent FRAs – Contracts Register</li> <li>• £18K cashable savings so far in 2006/2007</li> </ul>
<b>Resilience</b>	<ul style="list-style-type: none"> <li>• Incident Response Units – Mass Decontamination Capability - 9 Units commissioned into region, April/May 04</li> <li>• Sensir Haz-Mat I.D. (D.I.M.) - 1 Unit commissioned (WMFRS), April 05. Further unit June 06</li> <li>• High Volume Pumping Units - 4 Units commissioned, April 05, Jan 06 (2) &amp; May 06. Further unit August 06</li> <li>• Urban Search &amp; Rescue (Interim Capability) - WMFRS providing interim arrangement from April 05, until whole time provision established</li> <li>• Thermal Imaging Cameras - 96 units commissioned into region, October 05</li> </ul>

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

	<ul style="list-style-type: none"> <li>• CCA Element 1, Sources of Risk, Likelihood and Impact - Completed and entered on LRF Risk Registers, February 06</li> </ul>
<b>Fire Control</b>	<ul style="list-style-type: none"> <li>• Continued support to the National Projects and with the aim of contributing to a successful solution that will benefit the wider community</li> </ul>
<b>HRM</b>	<ul style="list-style-type: none"> <li>• Agreement to collaborate in running regional ADCs and the consequential implementation plan show potential financial benefits.</li> <li>• Collaborative approach towards procurement of customised regional recruitment DVD (£8k regional cost saving achieved)</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Development of a regional H&amp;S audit protocol for auditing each member Authority under the RoSPA QSA system.</li> <li>• Regional training to H&amp;S staff to RoSPA QSA Auditing Standard</li> <li>• Regional approach to the provision of Specialist Accident Investigators</li> <li>• Collaborative working with Devon, Dorset and Wiltshire</li> <li>• Regional approach to the reporting of accidents &amp; injuries</li> <li>• Establishment of WMRMB H&amp;S Forum for sharing best practice</li> <li>• Development of WMRMB IRMP Framework</li> <li>• Review of National H&amp;S Task Group Business Plan and development of WMRMB H&amp;S Business Plan to coordinate delivery and implementation of H&amp;S guidance and good practice</li> <li>• Regional approach to requesting assistance and attendance of police at incidents involving violence and aggression towards fire crews</li> <li>• Regional Calendar promoting key H &amp; S messages to all Regional FRS employees</li> <li>• Funding (£24K) secured through Capacity Building Programme to facilitate development of an accredited regional operational assurance process</li> <li>• H&amp;S - Regional working now established</li> <li>• Regional H&amp;S Action Plan in Place – 2006 Onwards</li> </ul>

## 8. Summary of key Issues and Risks identified during Tranche

Project specific issues and risks are recorded within the respective logs stored on the WMRMB website<sup>4</sup>. These may be viewed at -

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

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

<b>Thematic Project</b>	<b>Issue/Risk</b>	I: Issue R: Risk	<b>Comments</b>
<b>Fire Safety</b>	<ul style="list-style-type: none"> <li>Reliant upon implementation of Regulatory Reform Order</li> </ul>	R	The continued delays in the implementation of the Order have impacted upon the timely completion of WMRMB's Programme objectives.
<b>Performance</b>	<ul style="list-style-type: none"> <li>Lack of timely information from DCLG</li> </ul>	I	Project Board to monitor
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Regional capacity issues due to competing demands</li> </ul>	I	Project Board to monitor
<b>Resilience</b>	<ul style="list-style-type: none"> <li>Various timelines of non-FRS Category 1 &amp; 2 Responders across the region to deliver CCA Elements, is compromising this project output delivery date, as originally defined in the Project Portfolio</li> <li>Continued uncertainty over USAR Training Rig funding being agreed by DCLG. Delays will now see original USAR completion date of 1st Jan 07 running until June 07, for accommodation infrastructure.</li> <li>Proposed reduction of HR levels within CRD Regional New Dimension Team and revised duration of team to nine months, will impact on</li> </ul>	R	Project and Programme Board to monitor

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

	the continued support to Brigades in the delivery of New Dimension into the region		
<b>Fire Control</b>	<ul style="list-style-type: none"> <li>• Lack of identification of funding /affordability of the ongoing costs of RCC, in sufficient time to allow for financial planning</li> <li>• Limited resources and skill sets available for competing demands may adversely affect ability to deliver within projected time frame</li> <li>• Staff retention in control room / support staff</li> <li>• Current project timescales may not be achieved</li> <li>• Delivered solution has a negative impact on Out of Scope Brigade Activities / Processes</li> </ul>	I  I  R  R  R	Project Board to monitor and update Programme Board on regular basis
<b>HRM</b>	<ul style="list-style-type: none"> <li>• Regional capacity issues due to competing demands. This has resulted in slippage in several HR work package areas</li> </ul>	I	Project and Programme Board to monitor
<b>Response</b>	<ul style="list-style-type: none"> <li>• IRMP Project Manager vacancy – Consultancy to be engaged</li> <li>• DCLG Circular 29 - 2006</li> </ul>	I	Under review by Project Board

## 9. Lessons identified during Tranche

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

## 10. OGC Gateway Review

Quality Assurance of the Programme is afforded via the OGC Gateway Review Process. The Gateway Process<sup>5</sup> 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 6 are provided in the attached Appendix

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<sup>5</sup> 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"> <li>➤ milestones achieved as planned</li> <li>➤ resources and funding used to date</li> <li>➤ issues being resolved</li> <li>➤ confidence from delivery partners that future milestones and plans are realistic</li> <li>➤ Interdependencies with other programmes being managed.</li> </ul>	<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><b>Problems have been PARTIALLY assessed and resolved</b></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>Two Project SROs have departed from WMRMB following the May local elections.</p>	<p><b>Problems have been PARTIALLY assessed and resolved</b></p>	<p>New SROs to be appointed at WMRMB AGM (July 28)</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.	<b>Outcomes have been FULLY identified</b>	
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.	<p>Expected outcomes, together with relevant targets, time milestones are documented within WMRMB Programme Plan.</p> <p>These are achievable subject to Brigades providing resources to Project Boards &amp; Project Managers</p>	<b>Planned outcomes are LARGELY achievable</b>	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.	<b>Stakeholders are LARGELY confident that outcomes will be achieved</b>	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.	<b>Planned outcomes are FULLY documented within plan</b>	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	<b>Risks have been PARTIALLY identified and recorded</b>	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.	<b>Risk management process is FULLY in place</b>	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.	<b>Assurance measures are LARGELY in place</b>	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.	<b>Contingency Plans have NOT been implemented</b>	Programme Manager to review and develop plans to support Programme Plan 2006-08.
<b>6. Readiness for next phase</b>				
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 2006-08 National Framework.	<b>The Programme should be continued in FULL</b>	Activities are now being transferred into WMRMB Programme Plan 2006-08
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"> <li>• WMRMB will continue to support and fund the Programme Office</li> <li>• Members will continue to act as SROs</li> <li>• MSP and PRINCE2 will continue to be applied</li> <li>• Quality training and support will continue to be delivered to all SROs, Project Managers and Business Change</li> </ul>	<b>Assumptions have been FULLY identified</b>	No actions required.

		<p>Managers</p> <ul style="list-style-type: none"> <li>• Change will be enthused, not dictated</li> <li>• Resistance will be normal</li> <li>• Mistakes will be made</li> </ul>		
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>	<b>The management of change has been LARGELY addressed</b>	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'.	<b>Affordability has been FULLY assessed</b>	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.	<b>Skills and commitment requirement has LARGELY been addressed</b>	On-going training to be carried out.

<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>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"> <li>➤ streams of work (sub-programmes, projects, etc.)</li> <li>➤ deliverables/milestones and the routemap to achieve them</li> <li>➤ timescales</li> <li>➤ organisation</li> <li>➤ costs and resourcing</li> <li>➤ stakeholder involvement</li> </ul>	<p>Addressed fully within WMRMB Programme Plan and aligns to the requirements of the National Framework.</p>	<p><b>Achievability of plans has been FULLY addressed</b></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><b>Control measures are FULLY in place</b></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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