



EAST SUSSEX FIRE AUTHORITY

SCRUTINY & AUDIT PANEL

THURSDAY 15 JANUARY 2015 at 10.00 hours

MEMBERS

East Sussex County Council

Councillors Buchanan, Galley, Lambert, Taylor and Wincott.

Brighton and Hove City Council

Councillors Carden, Deane and Peltzer Dunn.

You are requested to attend this meeting to be held at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, at 10:00 hours.

AGENDA

Item No.	Page No.	
950.	1.	In relation to matters on the agenda, seek declarations of any disclosable pecuniary interests under Section 30 of the Localism Act 2011.
951.	1.	Apologies for absence.
952.	1.	Notification of items which the Chair considers urgent and proposes to take at the end of the agenda / Chair's business items. (Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chair before the start of the meeting. In so doing they must state the special circumstances which they consider justify the matter being considered urgently).
<u>953.</u>	3.	Non-confidential Minutes of the last Scrutiny & Audit Panel meeting held on 13 November 2014 (copy attached).

954. 2. Callover

The Chair will call the item numbers of the remaining items on the open agenda. Each item which is called by any Member shall be reserved for debate. The Chair will then ask the Panel to adopt, without debate, the recommendations and resolutions contained in the relevant reports for those items which have not been called.

955. 9. 2014/15 Life Threatening Attendance Times update – report of the Chief Fire Officer & Chief Executive (copy in Minute Book).

956. 11. 2014/15 3rd Quarter Corporate Risk Register Review – joint report of the Chief Fire Officer & Chief Executive and Treasurer (copy in Minute Book).

957. 13. 2014/15 3rd Quarter Corporate Projects Outturn Results – report of the Chief Fire Officer & Chief Executive (copy in Minute Book).

958. 2. Exclusion of the Press and Public

To consider whether, in view of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the remainder of the meeting on the grounds that, if the public and press were present, there would be disclosure to them of exempt information. NOTE: Any item appearing in the confidential part of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public. A list and description of the exempt categories are available for public inspection at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, and at Brighton and Hove Town Halls.

959. 15. Confidential Minutes of the last Scrutiny & Audit Panel meeting held on 13 November 2014 (copy attached). (Exempt categories under paragraphs 1, 3 and 7 of the Local Government Act 1972).

ABRAHAM GHEBRE-GHIORGHIS
Monitoring Officer
East Sussex Fire Authority
c/o Brighton & Hove City Council

EAST SUSSEX FIRE AUTHORITY

Minutes of the meeting of the SCRUTINY & AUDIT PANEL held at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, at 11:45 hours on Thursday 13 November 2014.

Members Present: Councillors Buchanan, Carden, Deane, Galley, Lambert (Chair), Peltzer Dunn, Taylor and Wincott.

Also present:

Mr. G. Walsh (Deputy Chief Fire Officer), Mrs. C. Rolph (Assistant Chief Officer), Ms. L. Woodley (Deputy Monitoring Officer), Mr. D. Savage (Treasurer), Mr. W. Tricker (Head of Procurement & Finance), Mrs. L. Ridley (Head of Performance Management), Mr. P. King (Ernst & Young Auditors) and Mrs. S. Klein (Clerk).

933. DISCLOSABLE PECUNIARY INTERESTS

933.1 It was noted that, in relation to matters on the agenda, no participating Member had any disclosable pecuniary interest under Section 30 of the Localism Act 2011.

934. APOLOGIES FOR ABSENCE

934.1 There were no apologies for absence.

935. ANY OTHER NON-EXEMPT ITEMS CONSIDERED URGENT BY THE CHAIR/ CHAIR'S BUSINESS

935.1 There were no urgent items for consideration.

936. NON-CONFIDENTIAL MINUTES OF THE LAST SCRUTINY AND AUDIT PANEL MEETING HELD ON 18 SEPTEMBER 2014

936.1 **RESOLVED** – That the non-confidential minutes of the meeting of the Scrutiny & Audit Panel held on 18 September 2014 be approved as a correct record and signed by the Chair. (Copy in Minute Book).

937. CALLOVER

937.1 Members reserved the following items for debate:

938. Annual Audit Letter 2013/14

939. 2014/15 2nd Quarter Performance Results

945. CIPFA Audit Committee guidance

937.2 **RESOLVED** – That all other reports be resolved in accordance with the recommendations as detailed below.

938. **ANNUAL AUDIT LETTER 2013/14**

- 938.1 Members considered a joint report of the Chief Fire Officer & Chief Executive and the Treasurer that presented the recently published Annual Audit Letter 2013/14. (Copy in Minute Book).
- 938.2 Councillor Galley congratulated the Treasurer and his team on a very satisfactory Audit Letter and a very good result and Mr. King confirmed that the messages in the report were consistent with those reported to the Panel at its September meeting.
- 938.3 **RESOLVED** – That the Annual Audit Letter 2013/14 be approved on behalf of the Fire Authority.

939. **2014/15 2ND QUARTER PERFORMANCE RESULTS**

- 939.1 Members considered a report of the Chief Fire Officer & Chief Executive that presented the second quarter performance indicator results for 2014/15. (Copy in Minute Book).
- 939.2 Councillor Wincott questioned why attendance times had increased for a number of incidents during the last 12 months and whether attendance times were likely to increase further following the decision by the Fire Authority to remove appliances from Hastings and Hove.
- 939.3 DCFO Walsh explained that the Corporate Management Team (CMT) receives a monthly report on attendances, and Borough Commanders report to CMT on a quarterly basis when they are questioned about these trends. He informed Members that officers were investigating a correlation between Mobile Data Terminals and the recording and analysing of data, as well as local factors such as on-going road works, and the availability of retained duty crews.
- 939.4 Work was in progress on attendance at Automatic Fire Alarms, and it is expected that the change approved by the Fire Authority would assist in improving attendance times. Analysis of attendance times in Hastings and Hove indicated that these would not be significantly affected by the removal of appliances in 2015 and 2016 respectively. DCFO Walsh also reminded Members of the impact that industrial action had had over the last twelve months, and confirmed that a further report showing response times excluding periods of industrial action would be presented for Member scrutiny.
- 939.5 DCFO Walsh also confirmed that the Service was notified in advance of road works, and that the dynamic mobilising process, once introduced along with the new mobilising system (4i), would analyse the position of an appliance, and take account of road works, when recommending which appliance to send to an incident.
- 939.6 Councillor Peltzer Dunn asked for a timescale for the actions in the exceptions report and was informed that more information would be available for the next meeting of the Panel in January 2015.

- 939.7 Councillor Carden asked whether the introduction of cycle lanes and 20 mph zones in the City of Brighton & Hove had impacted upon attendance times and DCFO Walsh responded that an agreement had been reached with the City about the use of bus lanes but he would look further into any impact of cycle lanes.
- 939.8 **RESOLVED** – That:
- (i) the 2014/15 performance indicator results for Quarter 2 as set out in the report to the Panel and Appendix A to the report, be noted; and
 - (ii) the information included within the exceptions report be noted, with further information being made available to the Panel at its next meeting in January 2015.
940. **2014/15 2ND QUARTER CORPORATE PROJECTS – OUTTURN RESULTS**
- 940.1 Members considered a report of the Chief Fire Officer & Chief Executive that presented the 2014/15 second quarter outturn results on the corporate projects. (Copy in Minute Book).
- 940.2 **RESOLVED** – That the corporate progress made at the end of the second quarter 2014/15 within the context of the other work priorities be noted.
941. **2014/15 2ND QUARTER CORPORATE RISK REGISTER REVIEW**
- 941.1 Members considered a joint report of the Chief Fire Officer & Chief Executive and the Treasurer that set out the latest quarterly review of the corporate risk. (Copy in Minute Book).
- 941.2 **RESOLVED** – That the latest Corporate Risk Register be approved and the Internal Audit opinion of substantial assurance be noted.
942. **PROCUREMENT UPDATE**
- 942.1 Members considered a report of the Chief Fire Officer & Chief Executive that updated them on changes in the arrangements and procedures for the procurement of goods and services, including progress made implementing the recommendations of the internal audit review of contracting and procurement. (Copy in Minute Book).
- 942.3 **RESOLVED** – That the progress be noted.
943. **2013/14 – SERVICE BENCHMARKING REPORT**
- 943.1 Members considered a report of the Chief Fire Officer & Chief Executive which presented the Fire Statistics for 2013/14 and benchmarking of East Sussex Fire & Rescue Service against its family group. (Copy in Minute Book).
- 943.2 **RESOLVED** – That the report be noted.

944. **OPERATIONAL ASSESSMENT AND FIRE PEER CHALLENGE 2014**

944.1 Members considered a report of the Chief Fire Officer & Chief Executive that presented the Action Plan following the outcomes from the Operational Assessment and Fire Peer Challenge 2014. (Copy in Minute Book).

944.2 **RESOLVED** – That it be noted that:

- (i) an action plan had been developed with Members and relevant managers;
- (ii) plans are in hand to address the ‘areas to be explored’ through the business as usual arrangements; and

It be agreed that:

- (iii) the action plan can be closed as all the areas had either been completed or are in progress through the existing departmental business plans.

945. **CIPFA AUDIT COMMITTEE GUIDANCE**

945.1 Members considered a joint report of the Chief Fire Officer & Chief Executive, Monitoring Officer and Treasurer that updated them on the latest audit committee guidance for local authorities and highlighted those areas where further action may be required by the Authority to ensure compliance or improve the effectiveness of the Scrutiny & Audit Panel. (Copy in Minute Book).

945.2 Councillor Lambert drew Members’ attention to this report and the extensive review which the Treasurer had carried out; Members confirmed that they were happy to approve the recommendations within the report

945.3 **RESOLVED** – That:

- (i) the latest guidance from CIPFA be noted; and
- (ii) the Fire Authority be recommended to approve the new terms of reference for the Panel attached at Appendix A to the report, noting that they will come into being following the approval of the revised Constitution at the December meeting of the Fire Authority.

946. **EXCLUSION OF THE PRESS AND PUBLIC**

946.1 **RESOLVED** – That items numbered. 947, 948 and 949 be exempt under paragraphs 1, 3 and 7 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 and accordingly are not open for public inspection on the grounds that they include information relating to the matters indicated below:

Item 947 paragraphs 1, 3 and 7 – information relating to an individual; information relating to the financial or business affairs of any particular person (including the authority holding that information); and information relating any action taken or to be taken in connection with the prevention, investigation and prosecution of crime.

Item 948 paragraph 3 – information relating to the financial or business affairs of any particular person (including the authority holding that information).

Item 949 paragraph 3 – information relating to the financial or business affairs of any particular person (including the authority holding that information).

The meeting concluded at 12:33 hours.

Signed

Chair

Dated this

day of

2014

EAST SUSSEX FIRE AUTHORITY

Panel: **Scrutiny & Audit**

Date: **15 January 2015**

Title: **2014/15 Life Threatening Attendance Times update**

By: **Chief Fire Officer & Chief Executive**

Purpose of Report: **To present an update on the review of the Life Threatening Incident attendance times for 2014/15.**

RECOMMENDATION: The Panel is asked to note the report.

MAIN ISSUES

1. In the second quarter of 2014 the Service reported that it did not meet the target of 50% for the percentage of life threatening incidents attended by the second appliance within 8 minutes. At the request of the Panel, this report presents the findings from further research undertaken to establish the reasons why the target was not met.
2. The Service attended 572 life threatening incidents in the second quarter and of those the second appliance did not arrive within the 8 minute target attendance time on 313 occasions. As previously reported, a number of issues were thought to have affected the attendance times in the second quarter, including road works at Hastings and Bexhill, 'action short of a strike' and delays in mobilising appliances.
3. After further analysis, it was noted that the attendance times of three appliances were on occasions incorrectly recorded in the mobilising system. To validate this, a sample of the 313 incidents where we failed to meet the target were cross-referenced with data from the vehicles' trackers and on 30 occasions, the times differed and the appliances arrived sooner than recorded in the incident recording system. This has had a positive effect on the second quarter results, by 2% (43.0% as reported previously to 45.3 %). Appendix 1 contains the revised results for the Life Threatening Incident indicators for the second quarter, as the first appliance attendance times have also been improved by this work. The Information Management Department is aware of the hardware problem and is investigating. The data will continue to be monitored for this issue.
4. The year to date result has been calculated for the Panel's information and, as at the end of November 2014, the second appliance attendance time at Life Threatening Incidents within 8 minutes is currently 50.3% against a target of 50%.

Des Prichard
CHIEF FIRE OFFICER & CHIEF EXECUTIVE
18 December 2014

EAST SUSSEX FIRE AUTHORITY

Panel: **Scrutiny & Audit**

Date: **15 January 2015**

Title: **2014/15 3rd Quarter Corporate Risk Register Review**

By: **Chief Fire Officer & Chief Executive and Treasurer**

Purpose of Report: **To report on the latest quarterly review of Corporate Risk and agree outcomes**

RECOMMENDATION: The Panel is asked to approve the latest Corporate Risk Register and note the internal Audit opinion of substantial assurance.

MAIN ISSUES

1. Reviews of corporate risks take place on a quarterly basis. The latest series of meetings with Corporate Risk Owners was carried out during November 2014 to update risk management action plans and review the position of each risk as shown at Appendix C.
2. The new corporate risk process is intended to ensure that the key strategic risks that the Authority faces are identified and effectively managed. The structure of the register aims to be clear, transparent and dynamic in risk monitoring and more clearly linked to the delivery of the Authority's strategic outcomes. It will ensure the Scrutiny & Audit Panel is better informed, with:
 - Risks aligned to an ESFRS 'Aim'
 - Revised Risk Scoring/Matrix/Register format (Appendix A)
 - Scrutiny & Audit Panel, CMT and senior managers being better informed for decision making
 - Increased movement of risks within the register, based on completion of tasks
 - The addition of real value to the business impact on strategic direction
 - Better informed risks for ESFRS between corporate risk and project risk plans
3. The Authority has in place established procedures for ensuring that risks are identified and managed for all corporate projects. All high risks identified in these Project RAID logs are now collated and reported to CMT to allow any themes to be identified and risks to be escalated to the corporate risk log as necessary. At Appendix D is a summary of the Project RAID Log for all risks scored 6 or above, these are assessed against a 3x3 scoring matrix as shown in Appendix B. No additional themes or issues for escalation to the Corporate Risk Register have been identified.

Des Prichard
CHIEF FIRE OFFICER & CHIEF EXECUTIVE
4 December 2014

Duncan Savage
TREASURER

EAST SUSSEX FIRE AUTHORITY

Panel: **Scrutiny & Audit**

Date: **15 January 2015**

Title: **2014/15 3rd Quarter Corporate Projects Outturn Results**

By: **Chief Fire Officer & Chief Executive**

Purpose of Report: **To present the 2014/15 3rd quarter outturn results on the Corporate Projects.**

RECOMMENDATION: The Panel is asked to note the corporate progress made at the end of 3rd Quarter 2014/15 within the context of the other work priorities.

MAIN ISSUES

1. Since September 2011, the Corporate Management Team has reported progress on Corporate Projects through the Interplan system. Accordingly Appendix A, attached as a separate document, contains the 3rd quarter results for 2014/15 at a strategic summary level.
2. Currently there are 15 Corporate Projects. Of these, 2 are progressing on or close to schedule, 7 are amber, 5 are behind schedule and one project is ongoing.
3. The attached Appendix contains the Interplan system report, which is colour coded to identify whether Corporate Projects are progressing to schedule. The column headed "Target" shows the target expected at the end of the quarter, as profiled by the relevant Project Manager, and the column headed "Complete" shows the estimated completion against the target at the third quarter stage. The report also includes "SMART" (Specific, Measurable, Achievable, Relevant and Timely) comments from the relevant Project Manager on the progress of each Project.
4. The Panel is asked to note the corporate progress made at the end of the 3rd Quarter 2014/15 within the context of the other organisational work priorities being undertaken.

Des Prichard
CHIEF FIRE OFFICER & CHIEF EXECUTIVE
1 November 2014

Indicator No.	How will we measure performance?	2014/15 Quarter 2 results previously reported to S&A	2014/15 Quarter 2 updated results	2014/15 Projected year end result	Target	Has the performance improved?
18	% of Life Threatening Incidents (LTIs) attended by 1st appliance within 8 minutes	64.5%	64.9%	68.2%	60.0%	Yes
19	% of LTIs attended by 1st appliance within 13 minutes	91.7%	92.0%	94.0%	90.0%	Yes
20	% of LTIs attended by 2nd appliance within 8 minutes	43.0%	45.3%	47.7%	50.0%	Yes
21	% of LTIs attended by 2nd appliance within 13 minutes	75.3%	77.8%	77.8%	80.0%	Yes
23	% of LTIs attended by a minimum of 8 crew within 8 minutes	43.1%	45.4%	47.7%	50.0%	Yes
24	% of LTIs attended by a minimum of 8 crew within 13 minutes	75.3%	77.8%	82.5%	80.0%	Yes

Appendix A

Revised Scoring for Corporate Risks


Impact Likelihood	Minor (1)	Moderate (2)	Serious (3)	Critical (4)	Catastrophic (5)
Very High (5)	Moderate (5)	Substantial (10)	Substantial (15)	Intolerable (20)	Intolerable (25)
High (4)	Tolerable (4)	Moderate (8)	Substantial (12)	Intolerable (16)	Intolerable (20)
Significant (3)	Tolerable (3)	Moderate (6)	Moderate (9)	Substantial (12)	Substantial (15)
Low (2)	Tolerable (2)	Tolerable (4)	Moderate (6)	Moderate (8)	Substantial (10)
Very Unlikely (1)	Tolerable (1)	Tolerable (2)	Tolerable (3)	Tolerable (4)	Moderate (5)


Appendix B


Project RAID LOG Scoring Matrix




	Probability	Impact	Score
1	Unlikely to happen.	Low impact - will not affect project progress or deliverables.	High impact - will seriously disrupt project, cause significant extra cost or delays, severely affect the quality of the project's deliverables or greatly restrict its scope.
2	Fairly likely to happen.	Medium impact - may slow progress, cause more cost, affect the quality of the deliverables or somewhat restrict the scope of the project.	
3	Certain, very likely to happen.	High impact - will seriously disrupt project, cause significant extra cost or delays, severely affect the quality of the project's deliverables or greatly restrict its scope.	


Appendix C

Number / Reference	Aligned to ESFRS Aim	Strategic Risk	Key Actions	Impact Score	Likelihood Score	Current Status (by colour) and total score. (Previous score shown)	Corporate Risk Owner	Risk delivery manager
1 Financial	4	Failure to identify and deliver savings to meet the expected funding gap to 2019/20 and the uncertainty of funding both from year to year and beyond 2015/16 resulting in an unclear service delivery model for the future	1) MTFP updated and rolled forward to 2019/20 taking into account agreed Phase 1 and 2 proposals from Changing the Service, Shaping our Future programme. Remaining funding gap now up to £1.7m. 2) Opportunities for further collaboration with public sector partners being examined especially around support services. 3) Bids for capital funding for Newhaven and Day Crewed Plus unsuccessful - proposed to use additional revenue contributions to support capital programme over next 3 years. 4) Ongoing work through ESFOA seeking to maximise income from council tax and non-domestic rates. 5) Proposal for Business Rate Pool approved by CLG. 6) Improvement and Efficiency reserve established to fund transformation initiatives. 7) Service Transformation Team being established to manage delivery of all Phase 1-3 proposals.	3	3	9 (moderate) 	CFO & CE	Treasurer

2 Technology	4	<p>a) Sustained Technological failure and</p> <p>b) failure to deliver organisational change as a result of a lack of a robust and effective modern ICT infrastructure and a lack of supported infrastructure and systems through fewer and less skilled staff</p>	<p>1. Business critical work to renew or replace risk critical equipment has been identified and costed. CMT have been apprised of these tasks and have supported the work (Jan 2014 CMT meeting), the critical works will be completed throughout the current financial year, with the intention of minimising disruption and inaccessibility of core systems whilst this work proceeds.</p> <p>2. The current ICT estate and staffing model will be sustained until a new operating model is delivered. The options under review include commercial and shared service opportunities and will seek to provide an affordable, secure, resilient and fully accessible ICT infrastructure. It is hoped to transition to a new state within 18 months from the appointment of the 3rd party support, has commenced July 2014.</p> <p>3. New Head of IMD and IMD Team Manager have been appointed and these post-holders are prioritising BAU infrastructure, systems and applications. CMT have been briefed on IMD Strategy, and interim IMD staffing structure.</p> <p>4. Advertisements have been prepared in order to fill vacant posts on a permanent basis.</p> <p>5. The IMD Transformation Programme has also been presented to CMT with an emphasis on fixing before transforming in order to sustain current business critical systems and 'ready' them for fitness prior to any 3rd party transition.</p>	4	3	<p>12 (Substantial)</p> 	ACFO	HoIMD
--------------	---	--	--	---	---	---	------	-------

3 Partnership	4	Sussex Control Centre does not deliver effective mobilisation service or planned savings	<p>1) Regular monthly recorded meetings with Remsdaq.</p> <p>2) Successful Factory acceptance, Site and User acceptance tests will ensure specification and functionality tested at all stages. 3) Milestone payments are not triggered until pass of acceptance tests and are staged. 4) Other FRS have contract with Remsdaq therefore market pressure to deliver. 5) Remsdaq sub contractors are established in sector and have proven working systems. 6) SCC Executive Governance Board meets quarterly to monitor the SCC and performance including budget performance and review Section 16 agreement. (7) SCC go live will be subject to sign off by both Senior Users. 8) Regular monthly financial reporting to SCC Project Board, Management Teams and Governance Boards. 9) Savings target for 2014/15 revised to reflect delay in implementation. 10) additional personnel resources made available due to extension of the go live date and ensure interim service is maintained in accordance with Section 16.</p> <p>Post go live</p> <p>1) Section 16 and SCC Concept of Operations provide the strategic operational framework for the SCC, including arrangements under which call handling, mobilisation and related functions are discharged.</p> <p>2) SCC Operational Governance Board, made up of representatives of both East and West Sussex FRS, meets monthly to ensure that the Joint Control is effective, efficient and resilient and that any issues and areas of concern are reported and acted upon.</p> <p>3) ESFRS specific operational and performance matters considered at the monthly Response & Resilience management team meetings.</p> <p>4) A previously agreed review of shift times and proposed mid-shift begins in February to consider options for further improving SCC efficiency.</p>	3	4	<p>12 (Substantial)</p> 	ACO POD until go live / DCFO post go live	SCC Project Manager until go live / DRR post go live
---------------	---	--	---	---	---	---	--	---

4 Leadership	4	Failure to effectively lead/manage the service through a period of significant change as a result of lack of corporate capacity, management competences and poor staff engagement	<p>1) Undertake a review and realignment of corporate references and engage with Heads of Service/Function to review middle and senior managers' responsibilities and accountabilities. Review undertaken and presented to PO's on 16/6/14. HoPM/ODWM to feedback PO's views and establish action plan.</p> <p>2) ACO and Head of L&OD to review leadership development to meet evolving and emerging needs. TBC once finalised</p> <p>3) ACO and Communications and Marketing Manager to review staff communication strategy to promote effective organisational communications. Work planned for 3rd & 4th qrt of 14/15 POD BP. Completed and will be considered in due course by CMT and FA in 2015.</p>	3	2	6 (Moderate) 	CFO & CE	ACO
5 Community	1	Longer term Industrial Action (IA) could impact on the ability to deliver services, impact on the relationships with the workforce and has the potential for reputational damage. Short to medium term impact of Action Short of Strike (ASOS)	<p>1) Constant Review of Business Continuity and Industrial Action Contingency Plans.</p> <p>2) Maintain consultation and negotiation with trade unions.</p> <p>3) Maintain effective communications.</p> <p>4) Monitor impact on service delivery.</p> <p>5) CFA advised of progress through regular updates and impact of changing FBU strategy on contingency plans and resilience.</p> <p>6) Impact on training delivery L&OD have provided additional resource to manage training plans and expected long tail during and following IA/ASOS periods.</p>	3	3	9 (Moderate) 	DCFO	CMT
6 Communication	3	Key stakeholders including the public, members, employees and partners are insufficiently informed about/engaged in the difficult choices the Authority faces	<p>1) ACO, Head of Performance Management and Communications and Marketing Manager to work with the Chairman, Vice Chair and the Fire Authority to engage with local communities, local authority partners, agencies and other organisations. Item for consideration at Members Seminar.</p> <p>2) Utilise a variety of media to support communication strategy. New communications strategy prepared.</p>	3	2	6 (Moderate) 	ACO	Head of Performance/ Communications Manager

7 Resource	6	Failure to maintain staff morale, motivation and attitudes will adversely impact on service deliver/ performance and the ability to successfully deliver service transformation/ ESFRS change programme	<p>1) Support middle and senior managers to ensure regular meetings and engagement with staff and to review feedback from managers. Presentation to Members Seminar 29th Oct 2014.</p> <p>2) Ensure staff representative bodies are engaged with and informed of emerging issues.</p> <p>3) Continue to develop communication opportunities including where appropriate, social media. New Comms Strategy.</p>	4	2	<p>8 (Moderate)</p> 	CFO & CE	ACO/Head of Performance / Communications & Marketing Manager
------------	---	---	--	---	---	---	----------	--

	Project	Identified	Reviewed	Description	Probability (1-3)	Negative Impact (1-3)	Score		Mitigation	Owner
R1	Service Transformation	5/11/2014	New	Escalation of industrial action may result in review team members being required to spend time providing cover.	3	3	9	↑	Head of Performance and Review will provide briefing paper with contingency plan to Board. Options will include rescheduling reviews, use of non-operational resources where appropriate etc.	Head of Performance and Review
R2	Service Transformation	5/11/2014	New	Resources are well balanced and can deliver the agreed programme. However, CMT might allocate additional work to the Service Transformation, without considering the capacity of the team.	3	3	9		DCFO will make clear that further work for the team will require further resources to ensure delivery.	DCFO
R3	Community Risk Management Database	22/09/2014	1/12/2014	Industrial action by staff delays the project and makes it difficult to meet deadlines or deliver the outcomes.	3	3	9		Flexible planning, to mitigate disruption where possible.	Head of Protection & Prevention
R4	Community Risk Management Database	22/09/2014	1/12/2014	Work to bring Operational Risk scoring within the scope of the project could impact timescales, workloads and budget, unless further funding is identified.	2	3	6		CMT to be made aware that any extension to project scope will require increased budget, and may delay the main project	Head of Protection & Prevention
R5	Respiratory Protective Equipment	26/09/2014	Board meeting deferred	Project expenditure could increase significantly.	2	3	6		Financial analysis of current operational procurement frameworks is being carried out.	Assistant Chief Fire Officer
R6	P-Cards	20/02/2014	19/09/2014	IMD is unable to commit sufficient resources to support the project.	2	3	6		Give IMD advance warning; obtain commitment re resourcing.	Contracts & Procurement Manager
R7	P-Cards	20/02/2014	19/09/2014	There is poor take-up and resistance to new working methods.	2	3	6		Ensure that reasons for P-Cards, and their advantages are understood. Arrange training for all staff who will be affected. Involve departments in Project Board.	Contracts & Procurement Manager

	Project	Identified	Reviewed	Description	Probability (1-3)	Negative Impact (1-3)	Score	Mitigation	Owner
R8	P-Cards	20/02/2014	19/09/2014	SAP transfer – there may be problems with information transfer via SAP interface.	2	3	6	Ask Systems Analyst to attend Board. Contracts & Procurement Manager to write to new Head of IMD.	Contracts & Procurement Manager
R9	Business Intelligence	20/03/2014	13/10/2014	IMD Transformation Programme and changes in staffing impact all project implementations in ESFRS, including this project. Skills in Performance Management Team will become critical if the project is put on hold.	2	3	6	Head of Performance and Review to meet with new Head of IMD to confirm status of project.	Head of Performance and Review
R10	Business Intelligence	20/03/2014	13/10/2014	The Data Warehouse is not available when the system is implemented, leading to complex interface issues.	3	2	6	We will choose a system that has easy connectivity. This will be rated highly in the tender.	Head of Performance and Review
R11	Business Intelligence	10/07/2014	13/10/2014	Lack of policy on hosting options has impacted resources and could severely delay the project and impact the project budget.	3	2	6	Head of Performance and Review to meet with new Head of IMD to confirm hosting options.	Head of Performance and Review

Notes re projects not in list above:

Project risks scoring below '6' are not shown in the list above.

Project	Note
IMD Transformation	<i>First Board meeting will take place in Jan 2015 and RAID log will be initiated then.</i>
Data Warehouse	<i>Project on hold.</i>
JESIP	<i>This project does not have a project Board. The RAID log has not been updated since August and the Project Manager is now on long-term sick leave. Therefore risks have not been added as they are unlikely to be accurate.</i>
GIS Local /SCC	<i>These projects do not have project Boards. The RAID logs have not been updated since August, and both refer to Windows 7 installation: updated information not available as Project Manager away.</i>
Hydra	<i>Hydra will not be a standalone project; any risks will appear on the GIS project RAID logs.</i>
MDTs	<i>Risks are logged on the SCC and Integration workstream RAID logs. Steve Allen, Project Manager, has submitted a new risk to Ian Alexander, SCC Project Manager: "That the MDT project is currently stopped due to a commercial issue, we will not make the "draft" SCC Go Live as we are awaiting Remsdaq's Project Implementation plan".</i>
SCC	<i>Risks are managed via the Corporate, SCC and Integration RAID logs.</i>
Firewatch Phase 2	<i>Project RAID log not yet initiated.</i>
Newhaven	<i>Project Risks are managed by our appointed consultants</i>
Firewatch Phase 1	<i>Being restarted as Firewatch Phase 1a. RAID log being developed.</i>
Emergency Planning	<i>Risks reviewed 5/12/2014. No risks above a 6.</i>



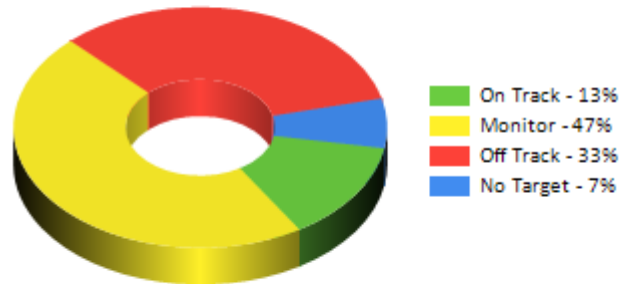
East Sussex Fire & Rescue Service

**Corporate Projects
Progress Report 2014/15**

Quarter 3

OVERVIEW

Activity Status



Activity Progress Against Targets



- 15 activities reported on
- 2 At least 90% of activity target achieved
- 7 Between 70% and 90% of activity target achieved
- 5 Less than 70% of activity target achieved
- 1 activity with no target set

ACTIVITY PLANS



At least 90% of activity target achieved



Between 70% and 90% of activity target achieved



Less than 70% of activity target achieved




No target set

* Dates have been revised from the Original dates


Financial Services

Procurement, Contracts & Insurance Services


ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.70 Corporate Project (00317) P-Cards	Claire George - Procurement, Contracts & Insurance Manager	In Progress	19-Sep-2014	31-Mar-2015	5.00%	50.00%	 RED
ACTIVITY PROGRESS COMMENTS: Accepted & incorporated into the Procurement Improvement Programme. Under the corresponding & agreed Action Plan, this action is due for commencement 03/11/14 and therefore work is yet to begin. However, an initial pre-planning meeting took place in September 2014. The PID and RAID Log were initiated and it was decided to set up a Project Board. Dec 2014 update: PID complete, Project Board formed, Board Meetings due to commence Jan 2015, with Phase II rollout due for completion by 31/03/15. Last Updated: 23-Dec-2014							


People & Organisational Development


Human Resources

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
2.1.2.8 Corporate Project (286) - FireWatch Phase 1 (RDS Availability/ Alerting)	Vicky Chart - Head of Human Resources	In Progress	01-Apr-2014	31-Mar-2015	20.00%	75.00%	
ACTIVITY PROGRESS COMMENTS: At the end of Q3 this project is still on hold due to IMD resources and upgrading of Windows. Last Updated: 10-Dec-2014							

Special Projects


ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.2 Corporate Project (289) - Mobile Data MDTs	Stephen Allen - Incident Information Project Manager	In Progress	01-Apr-2011	15-Oct-2014	80.00%	100.00%	
ACTIVITY PROGRESS COMMENTS: Effectively the MDT project is rolling back due to a commercial issue with the prime contractor Remsdaq. Now awaiting an SCC go live date and a testing and rollout plan from Remsdaq, as this ensures we are not put at risk. Last Updated: 09-Dec-2014							

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.1 Corporate Project - Sussex Control Centre	Ian Alexander - Head of Special Projects	In Progress	01-Apr-2011	15-Oct-2014	80.00%	100.00%	 AMBER
ACTIVITY PROGRESS COMMENTS: There are 7 workstreams which form this programme of activity. Each workstream is assessed as being complete as follows: Accommodation 100%, HR 100%, Ways of working (operations) 80%, Ways of working (control) 55%, Technical 35%, Training 20%, Transition 75%. Go live for the 21/5/2014 was achieved using the existing legacy mobilising systems which was an added workstream for the SCC Project. Sept 14 - % increase for the following: WoW Control 85%; Technical 60%; Transition 85% Dec 14 - % increase for the following Technical 65% Last Updated: 08-Dec-2014							

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.3 Corporate Project (331) - GIS Replacement A - SCC GIS	Stephen Allen - Incident Information Project Manager	In Progress	31-Jul-2014	28-Feb-2015	10.00%	75.00%	 RED
ACTIVITY PROGRESS COMMENTS: Q3 As below. Q2 With procurement, prioritisation of SCC work has meant this work package is on hold until procurement agree costing etc. Last Updated: 10-Dec-2014							


Prevention & Protection

Business Safety


ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.8 Corporate Project (309) - Community Risk Management Database	Richard Fowler - Head of Business Safety	In Progress	01-Apr-2014	31-Mar-2016	40.00%	20.00%	
ACTIVITY PROGRESS COMMENTS: Jan 2015 - Internal workshops are nearing completion and the Discovery Workshop is currently being planned with the supplier for early Feb 2015. A great deal of development work has been completed. The Discovery Workshop will focus on data migration requirements and some technical advancements. We will also be looking at possible options for Outlook and SharePoint integration. I also now want to look at Yammer and BI options, as well as GIS mapping and mobile working. The Discovery Workshop should allow costings to be prepared. Last Updated: 03-Jan-2015							


Response & Resilience

Operational Planning & Policy

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.1 Corporate Project (307) - Joint Emergency Services Interoperability Training Principles (JESIP) - Phase 1 - Officers, Phase 2 - Control Room Supervisors, Phase 3 - Junior Officers	Mark O'Brien - Director of Response & Resilience	In Progress	02-Dec-2013	31-Mar-2015	70.00%	80.00%	 AMBER
ACTIVITY PROGRESS COMMENTS: PHASE 1 - All Officers have now been trained as planned. Over 80% of operational staff have been given a face to face general overview of JESIP during the Initial Operational Response (IOR) training. All operational staff are now completing the on-line e-learning package. PHASE 2 - Control room supervisors training has commenced with the first of four planned courses completed on the 23/09/14. The remaining 3 courses have been postponed until the New Year due to the ongoing resource issues at the SCC. It is now planned to complete this training by April 2015. All partner agencies have been informed. PHASE 3 -All JO's have started to receive face-to-face JESIP input in their workplace. Training dates are continuing to be booked with over 60% of workplaces already with a date for training agreed. The completion date for this part of the JESIP delivery will be extended until April 2015 due to current resource issues in the Operational Improvement Team (OIT). Last Updated: 05-Jan-2015							


Performance Management

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.47 Corporate Project (311) - Business Intelligence System (Scoping, procurement and implementation)	Liz Ridley - Head of Performance Management	Ongoing	01-Apr-2014	30-Sep-2015	-	20.00%	
ACTIVITY PROGRESS COMMENTS: At its November meeting, CMT agreed to apply a filter to existing IT projects in order to help manage the IMD service transformation strategy. The filter will prioritise projects and estimate the time and effort required and benefit to the business. The business intelligence system is therefore on hold until it has gone through the filter process. Last Updated: 09-Dec-2014							


ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.52 Corporate Project - Service Transformation	Liz Ridley - Head of Performance Management	In Progress	01-Apr-2014	30-Apr-2017	10.00%	20.00%	 RED
ACTIVITY PROGRESS COMMENTS: Service Transformation Programme now in progress. A kick-off meeting and work planning meeting has taken place and a Timeline developed and published on the internet that gives an outline of how the programme will proceed, when reviews should start, finish and which Board Meetings they would be brought to for sign-off. Cllr Carolyn Lambert had agreed to be the Member Lead for the Service Transformation Programme and would be attending the Board meetings where review documents would be ready for Board sign-off. Three reviews had started: <ul style="list-style-type: none"> • Retained Establishment and Duty System and payments • Review of aerial provision for Hastings and the City • Smaller Appliances Last Updated: 09-Dec-2014							

Service Support


Engineering Services


ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.3 Corporate Project (323) Replacement Respiratory Protective Equipment and Radios	Bill Brewster - Head of Engineering Services	In Progress	01-Jul-2014	30-Apr-2016	15.00%	5.00%	 GREEN
ACTIVITY PROGRESS COMMENTS: Initial background work underway. Meetings with immediate stakeholders programmed, first is the development of the Project Initiation Document (PID). Main requirement at this stage is from the Senior User ie a Working Group which has been established to determine the needs of telemetry within the Service. Strategic Level Statement of Requirements has been supplied. The board are considering currently the technical availability of a full suite of equipment from the individual manufacturers and will monitor the situation with a delay in the procurement until 16-17 possible to ensure best value for ESFRS Last Updated: 05-Jan-2015							


Estate Management


ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.2.1 Corporate Project - Newhaven, new fire station	Julian Salmon - Estates Manager	In Progress	01-Apr-2012	31-Oct-2015	25.00%	30.00%	 AMBER
ACTIVITY PROGRESS COMMENTS: Contract sum has been agreed Letter of Intent was issued on 5/12/2014 to enable site preparation works to start. Heads of terms and development agreement has been drafted and awaiting Partner agreement. Completion of works is now due for Autumn 2015. Last Updated: 09-Dec-2014							

Information Management

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.3.1 Corporate Project (329) - GIS Replacement B - Local GIS	Steve Sims - Development Services Manager	In Progress	01-Apr-2014	31-Dec-2014	70.00%	100.00%	 AMBER
ACTIVITY PROGRESS COMMENTS: Project in progress. All stakeholder input used to formulate and deliver successful Supplier presentation. Final pricing obtained and details recorded. Now approved. Last Updated: 05-Jan-2015							

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.23 Project 00315 - Hydrant Management Software (data migration)	Steve Sims - Development Services Manager	In Progress	01-Apr-2014	31-Mar-2015	30.00%	65.00%	 RED
ACTIVITY PROGRESS COMMENTS: Feedback awaited with the assistance of a West Sussex delegate to the supplier user group meeting to assist in making a purchase decision. Revised dates now expected to be late 2015 (3rd quarter earliest expected availability of revised product). Last Updated: 08-Dec-2014							

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.5 Corporate Project (205) - Data Warehouse (Delivery of key data from Data Warehouse to SCC)	Einar Arnarson - IMD Team Manager	In Progress	25-Jun-2012	30-Nov-2014	72.00%	100.00%	
ACTIVITY PROGRESS COMMENTS: The team have now received quotation for the work with 3TC and a purchase order has been raised. We have also received the test equipment from Remsdaq to test the connection between MIS and Remsdaq. Unlikely any further progress will be made due to Christmas leave and staff shortages. Last Updated: 05-Jan-2015							

ACTIVITY	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	TARGET	ON TARGET %
1.1.4.12 Corporate Project (313) - Information Management Transformation	Daniel Conti - Head of Information Management	In Progress	01-Apr-2014	31-Dec-2015	8.00%	10.00%	
ACTIVITY PROGRESS COMMENTS: The project is now initiated and CMT and SMT have now been briefed. There has been slight slippage on the timescale due to initiation slipping. However, as agreed by CMT the project will now start with a view to 12-18 months to implementation. An extensive procurement process has been agreed by CMT. Last Updated: 05-Jan-2015							