Towards One Council

Resources Workstream

Workstream Initiation Document

V2.1 – March 2008

Review Date 30th April 2008

Project Initiation Document

1. Background

Wiltshire County Council's submission to become a unitary authority was approved in July 2007. A programme has been established to manage the transition to the Unitary Authority. The aims of the Unitary Authority will be to:

1. provide strong, effective and accountable, strategic and local leadership
2. maximise cost efficiencies and bring together related services for the benefit of users and the public
3. create the opportunity to fully realise the potential of our initiatives in Wiltshire's community areas

There are 4 workstreams within the programme, Front-line services, Resources, Governance and Community Leadership, BMP. This PID provides details about the Resources Workstream which aims to propose how best to harness the excellence of all five councils into transformed and "fit for purposes" teams working within the new council ensuring among other things that :-

- phone calls will answered by the right people;

- invoices will be paid

- you will receive your correct salary

- the right levels of benefits will be paid to those entitled to receive them

The purposes of this workstream is to create both an efficient back office function (by merging the provision of services such as Finance, ICT, HR, Legal and Procurement from the five authorities into single teams) and therefore realise the cashable benefits associated with this strategy, and to develop a single point of contact by bringing current customer care/call centre provision together under a single management structure.

The programme will need to establish transformational services as well as making sure the new Council's services are sustainable in the medium to long term

This represents quite a complex series of requirements to both put in place new organizational structures by April 2009 and to have systems and processes in place for the new authority.

2. Outline Business Case

One of the main benefits for the creation of the Unitary Council was an overall saving of £18 million. For the Resources workstream this is made up of the following savings from each service area.

	2009-10	2010-11	2011-12	2012-13	4 Year Total
Legal	£540,000	£540,000	£540,000	£540,000	£2,160,000
Corporate	£550,000	£550,000	£550,000	£550,000	£2,200,000
Human Resources		£180,000	£180,000	£180,000	£540,000
Finance	£200,000	£550,000	£550,000	£550,000	£1,850,000
& External Audit	£50,000	£250,000	£250,000	£250,000	£800,000
Democratic Government					
Allowances	£225,000	£225,000	£225,000	£225,000	£900,000
Administration	£390,000	£390,000	£390,000	£390,000	£1,560,000
Property & Accommodation		£1,150,000	£1,150,000	£1,150,000	£3,450,000
Contact Centre	£200,000	£400,000	£500,000	£860,000	£1,960,000
Procurement	£275,000	£625,000	£650,000	£675,000	£2,225,000
Communications & Marketing	£120,000	£120,000	£120,000	£120,000	£480,000
ICT	£570,000	£820,000	£1,270,000	£1,270,000	£3,930,000

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Revenues & Benefits		£1,400,000	£1,400,000	£1,400,000	£4,200,000
Total	£3,120,000	£7,200,000	£7,775,000	£8,160,000	£26,255,000

These savings, and the savings in these service areas that that arise from BMP and SST need to be seen as one.

There will also be a number of other benefits that this workstream will contribute to covering

1. The aggregation of services will offer considerably more procurement leverage across the new organisation
2. Economies of scale can be achieved
3. Bringing together the research capacity in the councils
4. People will benefit from a single point of contact through one telephone number, e-mail and website, as well as be able to utilise local information points.
5. Complex, and often very different, protocols between the County Council and the four District Councils can be abolished
6. Corporate capacity can be strengthened
7. Consistent levels of service can be provided across the whole county
8. Simplifying the governance arrangements for joint working
9. Scope for confusion would be reduced and accountability strengthened

3. Workstream objectives and scope

3.1 Workstream objectives

Phase 1

1. **Deliver the smooth transition of services for April 1st 2009**

    a. **ensuring business as usual**

    b. **ensuring staff are clear about where they will be working and what their job will be**

    c. **Developing clear business cases for service transformation phase by July 2008**

Phase 2

2. **Redesign and transformation of the services within the scope of the workstream by 2012, ensuring that they are:**

    a. **Fit for purpose; excellent services at an affordable cost**

    b. **Operate within the agreed budget**

    c. **Can demonstrate that the changes will lead to a service improvement**

    d. **Able to deliver the agreed levels of financial savings for the new Council by 2012**

This will be achieved through

- Adopting lean systems approach to the review of services as they are transformed within the new authority
- Maximising cost efficiencies and bringing together related services for the benefit of users and the public

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- Reducing management costs and overheads

- Constructing a programme of work that enables the new Council to work effectively from day one

- Ensuring that transitional arrangements are in place for services that will not be significantly changed from day one of the new Council

- Ensuring that the benefits for each service area are realised within the required timescales

3.2 Project scope

In Scope of the Workstream: service transformation for the following services

- Revenue and Benefits
- Finance
- Human Resources inc.
    - Occupational Health
    - Health & Safety
    - Learning & Development
- ICT
- Customer Contact inc.
    - Web Team
- Legal
- Procurement
- Property
- Policy and Research
- Communications
- Democratic & Member Support inc.
    - Elections
- Internal Governance
- Corporate Support functions (Dispatch, Printing)

Out of Scope

- Processes for services handled through the new BMP
- Organisational Development Strategy
- Property Strategy, Maintenance Programme & Asset Management
- Access Strategy
- Front-line services
- Shared Services Centre
- Service Area Signage

4. Project Milestones / Deliverables

Phase 1 - Transition

- Lead Officers roles and names agreed - Nov 07

- Service purpose statements agreed January - 08

- Initial draft of Service Area PIDs - February 08

- Service Baselining - March 08

- Discretionary Rate Relief agreement – Mar 08

- Decision on funding for web work – Mar 08

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- Identify opportunities for early integration / transformation - Apr 08

- Services to move to Shared Service Centre identified - Apr 08

- Area Board Requirements for Resource Services identified - Apr 08

- Revised PID fro Workstream and Service Areas Agreed Apr 08

- ICT Infrastructure programme clear – June 08

- Timetable for structural changes / 2nd Tier appointments by - June 08

- Property Infrastructure plans published – July 08

- Branding Decision – July 08

- Priority service area Management posts appointed for by - Sept 08

- Website decision – Sept 08

- Shadow / virtual service teams in operation (as agreed to be appropriate) - Oct 08
    - Procurement
    - Communications
    - Legal
    - Policy & Research
    - Learning & Development
    - Web
    - Elections

- Elections service arrangements in place -Oct 08

- SAP Intefaces for Revenues and Benefits system ready for testing – Oct 08

- Transfer of WCC functions to Shared Service Centre - Oct 08

- Committee Management system in place – Nov 08

- NLPG dataset established for integration with systems – Nov 08

- Central Contact Directory available – Nov 08

- Budgets agreed for services - Dec 08

- Single Corporate Web Site (inc closing down DC websites) – Dec 08

- Other service area structures and posts agreed - Feb 09

- Single Public Telephone Number – Mar 09

- Single e-mail system for the New Council – Mar 09

- Financial and banking arrangements – Jan 09

- New Service structures for each service area within workstream - Apr 09

- Transfer of DC functions to Shared Service Centre - Apr 09

Phase 2

- On-Going service transformation Apr 09 onwards and including
    - Recruitment Team in place - April 09

- o Revenues and Benefits transformation, system specification and procurement 2009-11

- o Customer Contact Centre Integration 2009-11 (in-line with frontline service transformation)

5. Workstream approach

The workstream will operate using MSP principles, with the projects using Wiltshire County Council's version of Prince 2.

Gateway Reviews will be undertaken at key stages of the workstream to gauge that projects are still on track.

Gateway reviews will be planned around the following stages of the programme (pending changes to wider programme timescales) for:

Service Planning (now until March 2008)

April 2008 – Service discovery, Baselining

Service Transition (March 2008 to April 2009)

July 2008 – Model structures and Benefit Realisation Plans

March 2009 – Service Structures due to go live

Service Transformation (April 2009 and on-going)

March 2010 – Service Transformation progress and Benefit Realisation

6. Worsktream Plan

To be developed further but current milestones are quite detailed.

7. Organisation – roles and responsibilities

The Workstream will be delivered through a Workstream Board. Some of the projects due to their size or strategic significance will have their own project boards. Lead Officers will be appointed to lead the service changes, and will be supported by a Reference Group (typically the groups of officers from service area groups who already meet). Lead officers will be accountable to the Workstream Board for the delivery of transformational change within their service area.

We are considering the roles that Board members would have in championing the change across the different organisations.

Workstream Board Members will be

Name	Title
Stephen Gerrard	Workstream Leader
Sharon Larkin	West Wilts DC
Alan Osborne	Salisbury DC
Stuart McGregor	North Wilts DC
Andrew Hart	Kennet DC
Pauline Palmer	Wiltshire County Council
Steve Perry	Workstream Manager

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The Workstream Service Lead Officers role will be to manage the delivery of the service transformation for the service area.

Name	Title
Nicola Ratcliffe (KDC) & Mike Swabey (WCC)	Procurement Lead
Sandra Schofield (WCC)	Finance Lead
Jackie Tavener (NWDC)	Contact Centre Lead
Tom James (SDC)	Web
Ian Gibbons (WCC)	Legal Lead
Stuart Agland (SDC)	Democratic & Member Support
Mark Boden / Jonathon Gale (KDC)	Elections
Deborah Griffin (WCC)	HR Lead
David Maynard (WCC)	Policy & Research Lead
Nina Wilton (WCC)	Internal Governance Lead
Dorothy Anderson	Corporate Support Functions Lead
Ian Brown (KDC)	Revenues & Benefits Lead
Saira Khan (WCC)	Communications Lead
TBC	ICT Lead
John Shorto	Property Lead

8. Resource requirements

Resource requirements for the workstream will be worked up as the PIDs for the individual projects within the programme are developed.

Service Area Lead Officers will need to be allocated sufficient time to make leading the project their core activity. This will require either back-fill arrangements to be put in place or for activities to be stopped / put on hold.

Cross-cutting support will be required across the programme and resource requirements for this support will need to be defined by those lead officers

Whilst the services are in transition phase there are likely to be more manageable staffing requirements. However this will change as the services move into Transformational Work

9. Initial projections of project costs

Costs associated with the projects within the workstream will be clarified as one of the requirements from project scoping of each service area. Costs likely to be incurred around

Item	Budget 08/09	Budget 09/10	Budget 10/11	Comment
Contact Centre Training	£50,000	£100,000	£100,000	Staggered as will depend on in-flow of services into a contact centre environment
Project Management		TBC		Will emerge as transformation elements are specified
(Communications) Corporate Identity	*£100,000*			Expected that will require budget for this area once requirements clarified
ICT – Elections System	£120,000			Could be reduced pending decision on procurement options
ICT Committee System	TBC			

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Web – website creation and data migration	£150,000			If JIT change current preferred option this cost would not reduce but spread over a longer period
Revenues and Benefits		£2,500,000	£500,000	Replacement ICT system, including temporary staff and external project management capacity (£50K).
ICT system integration				Assumed to be part of BMP Programme costs
Workshop expenses	£20,000	£20,000	£5,000	Service Transition and Transformation workshops to be used by all service areas
Total				
Contingency (10%)				
Grand total				

10. Workstream quality

All project PiDs will need to be quality assured through the Programme Office

All projects will need to be aware of key areas where aspects of service delivery will be more tightly controlled. E.g location of hub offices, use of access points etc.

Service Re-design PiDs will address statutory requirements as outlined by Inspection regimes, to ensure they are built into new systems and structures.

11. Workstream controls

All projects will require the Workstream Board (or Programme Exec Board) to approve the key stages of the projects before being allowed to proceed. These will be

- Service Baselining and Benefit Realisation plans (inc scope/scale of new service)
- Service Transition Implementation

Reporting
- Project highlight reports to be produced on a agreed basis

Change Control Mechanism
- The Workstream board will agree tolerance levels on a project by project basis, based around the strategic importance of the workstream and the associated risks and benefits related to the project.
- Changes outside agreed tolerance can be proposed by the project team for approval by the board

Tolerances
- Financial tolerances set ??.
- Timing tolerances – project plans will include contingency; any use of contingency must be notified to the programme board.

Exception Process
- Any points of significant concern raised during workstream management meetings will be reported to the programme board.

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12. Risk management

Risks and Issues	I	P	Mitigating Action	Owner
Failure to realise the benefits of the workstream	4	2	Clear governance, project management and benefit tracking	SGG
Insufficient resources to deliver the workstream	4	2	Scoping of workstreams and assessment of phasing of the work by the board	SP
Service failure during transformation	3	2	Identification of key issues by service areas and addressed within project plans	Lead Officer
Failure to align requirements of the Business Management Programme with service re-design	3	2	Ensure full attendance at blueprinting workshops within the BMP	Workstream Board
NLPG requirement for a number of service area workstreams	3	3	Understand NLPG project and when aspects will be delivered	Steve Greishaber
Upheaval around the timing for the creation of a Shared Services Team	3	3	Ensure full business continuity arrangement in place	LS
Double counting of benefits around Shared Services and BMP	3	3	Ensure benefit realisation plan in place	Programme Board
Acceptance around adoption of vanilla systems from SAP system	3	2	Inclusion of staff in blueprint workshops	SGG
Lack of a clear vision to inform the service re-design workstreams	3	2	Communication of vision and workshops to ensure vision is developed	JIT
Uncertainty around how services will be access by users of the services	3	2	Development of customer access strategy for the programme and communicated to workstream leads	JIT
Costs for service re-design projects exceed budget for the programme	2	2	Development of PIDs for each service area	Finance
Staff resistance to change	3	2	Staff engagement in service re-design work and using lean systems approach	SGG
Potential failure of Elections ICT system to support elections in May 09	4	2	Risk assessment around the different options for Unitary service formation	Elections Lead
Democratic & Member Support: High level of staff turnover or loss leading to workstream disruption	3	3	- Efforts made to provide clarity to existing workforce & reassurances about the future. - Retention policy introduced.	DSU heads across county
Delays in ongoing boundary review leading to disruption	3	2	- Contingency to default to existing divisions with multi-member wards	John Quinton
Human Resources Resources redeployed to support key corporate projects to detriment of "business as usual" (including contracts issued, staff paid on time, employee .relations support	3	3	Backfill arrangements will be used WCC HR Team resourced over establishment to absorb additional work Management information provided to monitor operational performance	Deborah Griffin

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to managers)				
Customer Contact: Insufficient capacity within core workstream team	4	4	Release staff to deliver workstream requirements, or consider secondment options	Jackie Tavener
Failure to put in place ICT Infrastructure to support service delivery	4	3	ICT Group developing plans but need to pick up key dependency areas across the programme	Steve Greishaber

Risk analysis ratings provided by the service leads and will be moderated by the Project Board