

<b>Title</b>	<b>Towards One Council - Progress Report</b>
<b>Audience</b>	<b>Implementation Executive</b>
<b>Date</b>	<b>13<sup>th</sup> February 2008</b>
<b>Owner</b>	<b>George Batten – Programme Director</b>
<b>Author</b>	<b>Ian Cook – Programme Office Manager</b>

## 1 Introduction

1.1 Further associated papers which consider in more detail 'exceptional' items contained in the progress report will be appended as necessary. For this meeting the following papers are attached:

- Finance: Update on Transition Costs and Savings
- Programme timeline
- Suggested programme of member seminars
- Critical risk register
- Draft Terms of Reference for Joint Implementation Team
- Development of Organisational Structure
- Updated forward plan

## 2. Action update from meeting held on 16<sup>th</sup> January 2008

No	Action	Officer/s	Status
1	That the website link to County Council's Constitution be circulated members of the IE	John Quinton (JQ)	Completed
2	That the Procedure Rules be agreed in principle and presented to the first formal meeting of the IE for adoption together with any feedback from Monitoring Officers and that the formal meeting of the IE be advised that the Procedure Rules had been endorsed at this meeting	Stephen Gerrard/Ian Gibbons (IG)	For ratification at first formal meeting
3	That the letter to Chief Executives inviting district councils to nominate representatives to serve on the Community Leadership and Governance Reference Group be circulated to all Wiltshire Leaders	Tim Gregory (TG)	Nominations had now been received from all DC's
4	That a collective briefing on the Boundary Review for all Members be arranged	JQ	Briefing to be held on Friday 15 <sup>th</sup> February
5	The IE was happy with the format of the progress report which would be presented to each meeting	Ian Cook	Noted
6	Update on transition costs and savings in key areas be presented to next meeting	TG and Sandra Schofield (SS)	Paper attached
7	That Salisbury City be involved in any discussions with town and parish councils	Niki Lewis (NL)	Concern passed on to NL for action

8	That a report be prepared for a future meeting on the longer term goals for community area boards and community engagement	NL	Paper due at March meeting
9	That references to 'army' be changed to 'Armed Forces'	Cath Hasted (CH)	Completed
10	To note the comments of WWDC in respect of increasing the membership of the Joint Transition Scrutiny Board and ask the Scrutiny Committee to respond	Paul Kelly (PK)	It was agreed to keep membership at its current level
11	That further work be undertaken on the options available to engage Members on governance arrangements	TG	Update included in progress report
12	To accept the report presented as the basis for ensuring that the wider membership of all 5 councils can be involved and engaged in the process		Noted
13	To require the Joint Implementation Team to ensure a regular update of progress is provided for all Councillors and a programme of seminars is arranged	IC/JQ	Proposed programme attached
14	That a paper on recruitment of Members be prepared for the IE to include job description and person specification	JQ	To be included as an agenda item in a later meeting
15	That a report detailing the pros and cons of dealing with the recruitment of a new Chief Executive earlier than the scheduled November 2008 be presented to the next meeting	Richard Woodroffe (RW)	Will be brought to the March meeting
16	That an updated project timeline be presented to each meeting as a way of showing progress	IC	Timeline attached

### 3 Legislative status

- 3.1 The debate in parliament on the Wiltshire order will take place on the 5<sup>th</sup> February
- 3.2 The Judicial review was held on the 28<sup>th</sup>/29<sup>th</sup> January 2008, unlikely that a decision will be forthcoming before the end of February

### 4 Programme Planning and Cross Cutting Activity

- 4.1 **Programme Initiation Document (PID):** Work is currently ongoing in developing an organisation operating model i.e. how the new authority will be structured and how services will be delivered (taking into account the proposed new local governance arrangements). The key theme of this work is putting the customer at the centre of the process and making sure

that any structure and redesign of services improves the quality of customer contact. It is expected that a further more detailed report will be presented at the next meeting.

## **4.2 Governance arrangements:**

**4.2.1 Role of Chief Executives:** The Joint Implementation Team (JIT) as defined in the orders will now consist of the current WCC Corporate Leadership team and the four DC Chief Executives. The original JIT will now assume the title of the programme board. The provisional terms of references for the new JIT are attached with these papers. It was agreed by this group that they would be further reviewed in March.

**4.2.2 Overview and Scrutiny:** The Joint Overview and Scrutiny Task Board met informally for the second time on 25 January at KDC offices. It considered the first of the progress reports on programme activity and highlighted the approach adopted for risk management, HR – appointment/secondment policies and communication with staff, and ICT as early topics for initial scrutiny at the next Board meeting. There was also a discussion on member engagement and particularly the role of proposed reference groups. These were seen as less of a problem if clearly described as a vehicle of the relevant workstream involving only executive members. Confirmation was also given that the Board when formally constituted should consist of 9 members as originally proposed.

**4.2.3** The Board discussed further the priorities (and capacity) for its programme of work and agreed to make appointments of a member representative from each authority to task groups on Community Area Boards and Partnerships, Development Control, Housing, Waste and Customer Access. These would be supported by pooled scrutiny officer resources from the 5 authorities. The current scrutiny of the BMP by WCC's Change Management Task Group was also considered. Although identified as a workstream under transition governance, it was agreed that initially each of the districts would appoint a representative to join the existing member group.

**4.2.4** A schedule of dates for future monthly meetings was agreed with the next meeting taking place on 22 February at WWDC offices.

**4.3 Customer Focus:** Held second Board meeting at which examples of good service and their implications were debated. Good emerging consensus about the type of service we should provide at the first point of contact. Approach and overall plan to complete Access to Services Strategy agreed by board.

**4.4** Completed review of relevant research and data we already hold, and identified gaps. Engaged with Front Line Services and Communities and Governance workstreams, and with Customer Contact project. Have also organised Access Profiling at each council (to take place in February). Contributed to organisation structure discussions.

**4.5 Plans for February:** To carry out Access Profiling workshops and organise consultation/focus groups, begin to draft sections of Access to

Services Strategy and contribute to Towards One Council launch communications strategy.

- 4.6 **Elections:** Delivering the 2009 elections will be led by Mark Boden (Chief Executive of Kennet District Council). This was unanimously supported by the four other Chief Executives
  - 4.5 **Communications:** Regular communications meetings are taking place with the five authorities where all transitional communication issues are discussed. The two weekly staff newsletters and Members newsletters are sent to district council communications teams for dissemination.
  - 4.6 At the meeting held on Monday 28th January the group discussed how to make updates and information more accessible for Members and it was agreed to set up a Members area on the One Council website. This has been done and will continue to be populated and updated. The Extranet which is accessible to staff of all five councils will be re-launched around mid-February. Much work has been done to update content.
  - 4.7 The spring edition of the Mag (the WCC staff magazine) will include a four page pull-out on One Council which will be sent to all staff at the district councils. There will also be four pages dedicated to One Council in the spring edition of the Wiltshire Magazine
  - 4.8 Further meetings with staff and parish and town councils are planned for March, April and May.
  - 4.9 **Human Resources:** Differences in terms and conditions have been analysed to indicate ease/difficulty of harmonisation. Regular monitoring of changes in workforce numbers (both WCC and DC) is being produced. Further development of interview guidance for secondments has been carried out, to ensure consistency and equity. Detailed analysis of employee data has begun to inform service redesign process.
5. **Workstream Updates:** Workstream Initiation Documents will be completed in February and presented to the programme board for ratification on the 19<sup>th</sup> February. Copies of these documents will be made available to members and staff soon after that date and be a subject of discussion at the IE meeting on the 19<sup>th</sup> March
    - 5.1 **Frontline Services:** The board met on 21 January and agreed that the prioritised service areas should each have a FLS Board Member act as Champion to support, drive and challenge the service (see table below). FLS Board membership extended to include Tracy Carter (WCC) and Mark Smith (KDC). Meetings taking place with all county-wide working groups to update on FLS and workshops underway to scope focus and future actions.

FLS Board Member Champions		
1.	Planning - Development Control, Enforcement and Conservation Policy – Local Development Framework Building Control	Laurie Bell

2.	Economic Development, Regeneration, Tourism	Laurie Bell
3.	Waste & Recycling	Tim Darsley
4.	Streetscene – Grounds Maintenance & Street Cleansing (GMS)	Tim Darsley
5.	Leisure, Culture, Libraries and Arts	Derek Streek
6.	Housing – Homelessness and choice-based lettings	Derek Streek
7.	Environmental Health, Licensing and Trading Standards	Brad Fleet
8.	Car Parking and Highways	Lachlan Robertson (Chris Major)
9	Passenger Transport	Lachlan Robertson

- 5.2 **Resources:** Service Areas have been working on service discovery documents, which outline current service issues and options. These will be worked up into service PIDs and inform the broader workstream PID. Within next month all service areas will have completed documentation to assess scale of benefits, key issues and risks and then moving on to commence PIDs.
- 5.3 **Community Leadership and Governance:** NWDC Executive on 17/1 confirmed wishes of area committees to trial new governance arrangements across North Wiltshire. A proposal to create a Joint Delivery Team to deliver area board pilots not agreed by Project Board on 21/1 the proposal is being revised and a further discussion on the 8/2 is due to take place.
- 5.4 The workstream board in looking to the Implementation Executive to agree targeting of area board pilots in up to 10 community areas. Proposal to be made in March
- 5.5 Public consultation on the parishing of Salisbury City complete
- 5.6 Detailed dialogue opened with all town and parish councils; *Meet and Greet* events in the planning stage. Appointment by the Board of Richard Munro to the post of Project Manager (Delegation to Town and Parish Councils) has been made.
- 5.7 Boundary Review to commence before end February, subject to parliamentary approval of the structural implementation order; briefing for all district and county councillors and town and parish councils by Boundary Committee on 15/2/08. In view of the delay in starting the Review, the signing off of the submission by the County Council, originally scheduled for 18 March, to the Boundary Committee will now be deferred and work to identify a suitable alternative date is underway. This should also allow more time to consult district and parish and town councils on

the draft proposals as well as enabling the IE at its meeting in March to consider the draft proposal before it is considered by the County Council.

- 5.8 **Business Management Programme:** A decision on the preferred supplier will be made w/c 4<sup>th</sup> February. Members will be updated at the meeting
- 6 **Risk Management:** attached are the provisional critical strategic risks (these have been matched with the key objectives for April 2009) and the proposed approach to effectively manage them. Obviously there are numerous other smaller scale risks, however it was felt important to focus at this time on those that could have a major implication on achieving the transition phase effectively. It is the intention to bring an update on their status to each IE meeting.
- 7 **Benefit Management:** A Benefit Realisation Manager will be appointed to the programme office to lead on achieving the total cashable benefits and non-cashable benefits identified in the bid. The person will work closely with finance colleagues, workstream owners and the customer focus lead to ensure a consistent and robust approach to meeting agreed targets. A detailed report on benefit management will be produced for the April IE meeting.