

Frontline Services Workstream
Workstream Initiation Document
Draft V5 – March 2008

Review date April 2008

1. Background

Wiltshire County Council's submission to become a unitary authority was approved by Government in July 2007. The key features of the Government's approval are;

- The commencement date for the new unitary Wiltshire Council will be 1 April 2009 (on which date the four district councils will be abolished)
- The first elections to the new council will take place in May 2009
- The new council will be established by an Implementation Executive (IE) consisting of councillors from each of the five Wiltshire councils (led by the leader of the County Council)
- The Implementation Executive must establish a Joint Implementation Team (JIT) of officers from each of the five councils to oversee the transition to the new council.
- The legal establishment of the new unitary authority will be achieved by the parliamentary approval of *The Wiltshire (Structural Change) Order 2008* which was laid before parliament w/c 17 December 2007. This approval is anticipated by the end of January 2008.

The four key commitments within the submission are;

- To reduce costs by £18m per annum
- To deliver vastly improved community engagement through the development of Community Area Boards
- To achieve strong and accountable strategic and local leadership through empowered councillors
- To deliver dramatically improved customer access to services

2. The Workstream Programme Approach

This programme initiation document (PID) is intended to set the scene for the work which must go on up to 1 April 2009 and beyond to achieve the objectives set out in *We're ready …* and *Next steps…* in relation to Frontline Services.

The Frontline Services Workstream Board (FSWB) intends to manage the transition and transformational programme for key frontline services in accordance with good project and change management principles.

The FSWB will report to the Programme Board to ensure effective delivery of this project workstream in line with the agreed vision and goals for the new council. The Board will be representative of all five organisations and will strive to;

- Ensure that a clear vision for delivering frontline services is translated into tangible goals and actions which are owned, communicated and delivered
- Build on the excellence in frontline services areas in each of the five existing councils
- Involve elected Members and staff in designing and establishing the vision, goals and actions for these service areas
- Be flexible, react and respond to a changing environment
- Ensure that issues of equality and diversity are addressed in all areas of the workstream
- Review services, at appropriate stages against 'lean' principles to reduce costs and improve customer service

- Develop effective means for citizens, service users and staff to influence decisions relating to the delivery and improvement of frontline services
- Communicate clear and positive messages and act as ambassadors regarding frontline services to all services users, staff and Members
- Deliver a well managed programme of change, communicating and involving staff, members and service users throughout the project delivery
- Ensure that the principles of sustainability are at the heart of delivering this workstream

3. Project Definition

The FSWB will focus on the following (subject to clarification and agreement of the goals and actions);

- The amalgamation of each key frontline service into 1 service
- The structures required for amalgamated services
- Financial business case for each service area to assess savings required as per submission bid to CLG
- Integration with the resources, governance and BMP workstreams, particularly the interdependencies with Area Boards
- Integration with cross cutting areas particularly customer focus and communication
- Specification of property, offices, depots, ICT and other support systems required to deliver frontline services
- The provision of customer contact access in line with frontline service provision
- To advise on the ICT requirements regarding frontline services
- To ensure the recruitment, training and development of key staff to provide frontline service to customers at the first point of contact
- Adopting a Lean systems approach to systems used to deliver services
- The specification of location and accessibility of frontline services
- Establishing agreed standards, performance and “what to expect” in each service area
- Deliver options for harmonizing services, where required
- Involving staff, members and stakeholders in reviewing and reshaping services
- Managing the risks to service delivery and council reputation

Work will need to be undertaken and or co-ordinated to establish current service baseline reviews including;

- cost, performance, staffing, systems, efficiency
- current activity check (capacity to change/timing)
- service risk analysis (how fast can we move: finance, performance, capacity)
- customer/stakeholder feedback and satisfaction levels

In line with the vision for frontline services the Board can then establish what needs to be done to move from the baseline review to achieving the goals and actions for

both the transformation and transition of services. This will be translated into a project plan setting out the actions, timings and accountability for delivery.

4. Critical Success Factors (CSF):

CSF 1 – Prioritise Frontline Services for Transition and Transformation

It is critical that given the many frontline services that directly impact on service users and communities, that key services are prioritised to ensure that;

- Performance is maintained, or improved,
- Service delivery to customers is seamless
- Customers and service users know "what to expect"
- Where possible, agree service standards
- Services are accessible and locations are clarified
- Services are provided consistently (where possible)
- The programme and timetable for priority service transformation is agreed and underway
- The projected cost efficiencies and financial savings are built into the transformation programme targets, where appropriate

On this basis, the following services have been highlighted as a priority by the Programme Board for the FSWB to focus on;

- **Development Control**
- **Building Control**
- **Spatial Planning**
- **Waste and recycling collection**
- **Streetscene – litter picking, street cleaning, bin emptying etc.**
- **Culture and Leisure**
- **Housing**
- **Licensing, Trading Standards, Environmental Health**
- **Car Parking and Highways**
- **Economic Development, Regeneration and Tourism**

CSF 2 – Transition - Deliver Frontline Services on 1 April 2009

It is essential that there is a seamless transition to the new council as far as the residents of Wiltshire are concerned. The Frontline Services Workstream Board must work together with the other Workstream Boards and cross cutting areas to ensure at least the following is in place by that date.

1	Effective service delivery in all service areas at least the equivalent of current performance levels
2	Ability to log and respond to service requests
3	Ability to process service requests, applications
4	Ensure that all service facilities are open for business and staffed accordingly
5	Clarity regarding first point of contact for customer enquiries
6	Single public telephone number

7	The ability to respond to complaints
8	Customers are clear about where to go for service matters
9	Customers are clear about "what to expect"
10	Customer services staff are clear about locations of services
11	Members are clear about service provision and governance arrangements
12	Clear governance arrangements for determining planning and licensing applications
13	Where possible, consistent policies, plans and strategies are adopted
14	Single corporate web site with up to date service information
15	Balanced budgets are achieved for frontline services and where possible savings and improvements are achieved
16	Structures are clearly defined so that budgets can be set for 2009/10

CSF 3 – Service Transformation of key services is underway

In forming the one new council for Wiltshire, frontline services currently provided across four/five councils will need to be amalgamated to provide more efficient, cost effective and improved service delivery.

Whilst it is recognised that this is likely to be a planned programme spanning several years, it is vital that where possible work is undertaken to start on transforming key front facing service areas.

Each of the services highlighted in CSF1 has county wide working groups looking at the amalgamation towards one service. It is critical that these service groups are given clear guidelines, goals and direction to determine the level of transformation that may be possible to achieve ahead of 1 April 2009 and beyond that date to establish a joined up improved services that places customers at the forefront.

The guidelines, direction and goals will drive this work and be provided by the Implementation Executive, the JIT, Programme Board and the Frontline Services Boarding, service users, staff delivering the services and members.

Managing this level of change will mean close working and communication with the the other workstream boards, the JIT, Programme Board, Implementation Executive, members and staff to ensure clarity of direction, milestones and agreed service outcomes. In particular, the relationships between Front Line Services and the role of Area Boards will need to be explored and defined. The communication and links need to be clearly defined in the communications plan to ensure that project programmes for all workstreams and Boards are working to timed targets and duplication is avoided and services are not missed.

CSF 4 - Annual savings from the Frontline Services Workstream

There is a need to achieve cashable benefits in key service areas. In reviewing its approach to transition and transformation of frontline service areas the FSWB will need to consider how these benefits can be achieved, or if there is a need to review and reconsider alternative efficiencies. The following table summarises the savings aligned to frontline services that were included. Please note at present the figures do not include the projected savings aligned to Property and Adult Care & Related Housing.

Heading	2009/10	2010/11	2011/12	2012/13
Waste	£240,000	£340,000	£2,950,000	£2,950,000
Planning	£600,000	£1,850,000	£1,850,000	£1,850,000
Housing Strategy & Mgt	£200,000	£620,000	£620,000	£620,000
Leisure	£270,000	£270,000	£270,000	£270,000
Parking	£500,000	£500,000	£500,000	£500,000
Streetscene	£200,000	£835,000	£835,000	£835,000
Trading Standards & Enviro. Health	£450,000	£660,000	£660,000	£660,000
Econ Dev. & Tourism	£400,000	£500,000	£500,000	£500,000
Totals	**£2,860,000**	**£5,575,000**	**£8,185,000**	**£8,185,000**

As well as realising these benefits. The bid identified areas of reinvestment from those cashable benefits into some frontline services. These are listed below.

Improved recycling NB - this is a net saving based on reducing the collection of waste and increasing the collection of recyclables.	£2.950m
Street Scene investment NB – this is a realignment of budget to provide services via the Area Boards.	£0.835k
Total reinvestment	**£3.785m**

5. Delivering the Critical Success Factors

This will be achieved by ensuring the FSWB has a clear and focused vision which is translated into tangible deliverable goals and actions. These need to be established through the Board working with other groups and stakeholders (as listed above) but is likely to incorporate the following;

- Adopting a lean systems approach to service re-design
- Maintaining a clear focus on customer access and interface arrangements (both geographical and technology based)
- Adopting a culture of continuous improvement
- Maximising cost efficiencies by bringing together related services for the benefit of users and the public
- Ensuring that there are adequate resources and appropriate policies to deliver services during transition and the transformation of services
- Transformational change is well managed

- Ensuring that frontline services respond to the priorities and needs identified by Area Boards and delegation programme

- Provide clarity to customers of what to expect for each service including clear and consistent service standards

6. Roles and Responsibilities

The FSWB will report directly to the Programme Board and via the JIT to the Implementation Executive. The reporting will include project delivery updates, exception reporting, financial management and management of risk.

The Board will comprise the Workstream Owner and two nominated officers from each of the five councils and will be supported by the FLS Workstream Manager Graham Wilson and support Team Helen Karn and Caroline Thornycroft.

Representatives of other workstream boards and cross cutting areas will be invited to attend Board meetings as appropriate to ensure co-ordination across the workstreams. Board members will similarly attend other workstream and board meetings. Service group leads will also be invited to FLS Board meetings to agree the scope of their work, the PID's and project plans and to discuss issues and report back on delivery.

The FLS Board Champions and Service Lead Officers are shown in the table below.

Front Line Services Board Members	**Local Authority**	**Champion Areas**	**Service Area Leads**	**Local Authority**
Laurie Bell	North Wiltshire District Council	Front Line Services Owner	Workstream Owner	
Lachlan Robertson	North Wiltshire District Council	Car Parking and Highways,	Chris Major	NWDC
Jackie Tavener Deputise for Lachlan Robertson	North Wiltshire District Council	Car Parking & Highways	N/A	N/A
Brad Fleet	Kennet District Council	Public Protection Services (Environmental Health, Licensing, Trading Standards and Emergency Planning)	To be agreed – In the interim please contact Brad Fleet	
Mark Smith Deputise for Brad Fleet	Kennet District Council	Public Protection Services	N/A	N/A
Laurie Bell	North Wiltshire District Council	Planning (Spatial Planning Development Control Building Control)	Georgina Clampitt-Dix Mike Wilmot Glyn Jackson	WCC Kennet D C West Wiltshire D C
Deputy to be agreed			N/A	N/A
Derek Streek	Salisbury District Council	Culture	Robin Townsend	Salisbury District Council
Derek Streek	Salisbury District Council	Housing	To be agreed – In the interim please contact	

			Derek Street	
Matti Raudsepp Deputise for Derek Streek	Salsibury District Council	Culture & Housing		
Tim Darsley	West Wiltshire District Council	Street Scene – Grounds Maintenance and Street Cleansing	Mark Smith Tracy Carter	Kennet D C WCC
Tim Darsley	West Wiltshire District Council	Waste & Recycling	Mark Smith Tracy Carter	Kennet D C WCC
John Carter Deputise for Tim Darsley	West Wiltshire District Council	Streetscene & Waste & Recycling	N/A	N/A
Tracy Carter	Wiltshire County Council	Economic Development and Regeneration	Alistair Cunningham	WCC
Deputy to be agreed			N/A	N/A

7. Resource requirements

Resource requirements will be more clearly known once the goals and actions for the workstream project have been agreed. At present, the following roles have been defined, although it is likely that additional roles/support will be required.

Name	**Role**
Laurie Bell	Owner
Graham Wilson	FLS Workstream Manager
Vacant – Post to be advertised in March	Change Management and Communications Support Officer
Caroline Thornycroft	Workstream Support
Vacant – Post to be advertised in March	Finance Consultant
Helen Karn	Performance Consultant
Chris Major	Car Parking Projects Manager

8. Risk management

It is inevitable that managing service and organisational change of this scale will generate a significant level of risk. It is therefore vital that risk is assessed and managed effectively and consistently across the workstream project.

The Board will produce a risk register in line with developing a comprehensive project Plan. However, initial risks include;

Risks	Potential Impact (High Medium Low)	Probability (H M L)	Risk owner	Activities to resolve problems
Area Boards (delivery of services) **Delegation (to town & parish councils)** *Expectation vs reality*	**H**	**H**	**PB&FLSWB**	**Blueprint to be agreed March 08.**
Managing expectations *Customer Focus / access* *Seamless transition* *No disruption to services* *Members' expectations met*	**H**	**L**	**Workstream Owner/PB**	**Final PID and project plans for each service area to be completed by end March 08.**
Reputation *Services not delivered and/or disrupted*	**H**	**L**	**FLSWB/PB/ JIT**	**Final PID and project plans for each service area to be completed by end March 08.**
Capacity / retention *To complete transition / transformation* *Maintain performance and engage staff, users and Members*	**H**	**M**	**Workstream Owner/** **FLSWB/PB**	**Final PID and project plans for each service area to be completed by end March 08.**
Capacity of support services to deliver transformation programme *IT, HR, Finance etc*	**H**	**L**	**FLSWB/PB**	**Final PID and project plans for each service area to be completed by end March 08.**
Culture change *Level of change is well managed to deliver transformation of services and retain staff and engage all stakeholders*	**H**	**L**	**Workstream Owner/PB/ JIT**	**Link to agreed and adopted vision and values for new council**
Achieving financial savings/efficiencies/ amalgamation of services *Projected savings as per submission bid not realised*	**H**	**L**	**FLSWB**	**Service Area financial business cases to be drafted**

9. Service Areas Work in Progress Update

Service Area	**Car Parking & Highways**
Current Position	FLS Board Champion role and service and sub group Leads agreed. Workshop being arranged to assess current position, scope and vision and set out what services will be included within the overall project for delivery.
Service Vision	Currently being developed.
Key Activities	Establish the baseline position in each of these areas. Service Provision – Assess differentials and proposals for harmonisation Identify key inter-depenancies to other workstreams.

	Financial Business case for meeting the projected savings submitted as part of the CLG bid. Service shaping to incorporate service delivers, users and elected members views and ideas. To develop a customer access strategy and clarity of on First point of contact enquiries Service shaping to incorporate service delivers, users and elected members views and ideas. Campaign Management – To inform users of what to expect
High Level Risks	Currently being developed.
Key Decisions Required by Programme Board, JIT or Implementation Executive	Budget requirements – Revenue for service provision Countywide Parking Strategy & Policy linked to delivery of service and income generation Currently being developed further.

Service Area	**Public Protection Services**
Current Position	FLS Board Champion role and service and sub group Leads agreed. Following Workshops with the Service Area team the following areas have been agreed:- **Environmental Health** including Protection (Air Quality, Contaminated Land, Nuisance, IPPC), Food Safety, Private water, Infectious disease, Licensing, Pest Control, Animal Welfare, Dog Control, Housing Enforcement, Out of Hours, Local Authority Liaison Officers, Private sector Housing, Corporate & External Health and Safety at Work **Trading Standards** including Food standards / composition, Product Safety, Fair Trading, Weights Measures, Animal Health – Disease Control – Licensing, Community Safety – Under age sales, doorsteps, distant selling, Consumer Advice, Counterfeiting, Estate Agency, Credit, Housing Improvements packs (HIPS). **Emergency Planning** including Risk assessment, Warning/informing, Business Continuity Planning, Business Continuity Advice, mass fatalities and casualties, disease, flooding, temporary shelters, community recovery. Service PID document being created based on the above.
Service Vision	One Team renamed Public Protection Services to have clarity of scope of services and the way they will be delivered in the new council to

	ensure that they are efficient, effective, inclusive and aligned to the health & wellbeing and the regulations required.
Key Activities	Establish the baseline position in each of these areas. Service Provision – Assess differentials and proposals for harmonisation to include:- • Fees/Charges • Enforcement • Scores on Doors • Emergency Response Policy • Out of Hours • Taxis • Pest Control/Dog Warden Identify key inter-depenancies to other workstreams. Subgroups tasked with producing a project plan to include key actions, risks and timetable for delivery. Financial Business case for meeting the projected savings submitted as part of the CLG bid. To review scheme of delegation for licensing and gambling To develop a customer access strategy and clarity of on First point of contact enquiries Service shaping to incorporate service delivers, users and elected members views and ideas. Campaign Management – To inform users of what to expect.
High Level Risks	Currently being developed
Key Decisions Required by Programme Board, JIT or Implementation Executive	Agree:- Fees/Charges for the service Delegation Scheme and Governance arrangements The provision of discretionary services i.e. pest control

Service Area	**Planning Services**
Current Position	FLS Board Champion role and service and sub group Leads agreed. Following Workshops with the Service Area team the following areas have been agreed:- **Spatial Planning** including LDF and policy development

	Development Control including Development Control, Enforcement and Compliance, Conservation, Trees and Landscaping, Minerals and Waste, Proactive Monitoring, Urban Design, Land Charges, Legal advice. **Building Control** including dangerous structures**,** stability, fire safety, conservation of fuel and power and access and facilities for disabled persons. Service PID document being created based on the above.
Service Vision	**Spatial Planning** – to deliver a core strategy for Wiltshire. Ensure robust policies are in place. **Development Control** – Deliver a consistent, legally robust, high performing and customer focused service. **Building Control** - to provide excellent services to the public and to maintain & develop a strong competitive position, by understanding the needs of our customers and learning how to meet them.
Key Activities	**Building Control:-** Undertaking a "LEAN" review of building control. Project Plan being produced. Move towards 1 service by October 2008. **Development Control:-** Work with O&S and Executive task groups to review scheme of delegation and governance arrangements. 10 week timeframe. Members seminar to consider options scheduled 24 April 2008. **Spatial Planning:-** Work with O&S and Executive task groups to review options to move towards one core strategy/LDF for Wiltshire. Options paper to IE in March. **Generic Activities to all** :- Establish the baseline position in each of these areas. Service Provision – Assess differentials and proposals for harmonisation and standards Identify key inter-depenancies to other workstreams. Subgroups tasked with producing a project plan to include key actions, risks and timetable for delivery. Financial Business case for meeting the projected savings submitted as part of the CLG bid. To review scheme of delegation for licensing and gambling

	To develop a customer access strategy and clarity of on First point of contact enquiries Service shaping to incorporate service delivers, users and elected members views and ideas. Campaign Management – inform users of what to expect.
High Level Risks	
Key Decisions Required by Programme Board, JIT or Implementation Executive	**Building Control** To achieve one service ahead of vesting day **Development Control** Delegation Scheme and Governance arrangements The provision of discretionary services **Spatial Planning** Options for delivering 1 core strategy/LDF for Wiltshire
What Next	

Service Area	**Culture & Leisure**
Current Position	FLS Board Champion role and service and sub group Leads agreed. Following Workshops with the Service Area team the following sub groups have been agreed:- **Arts** including Development, Entertainment Centres, Arts Centres **Built Facilities** including Leisure Centres, Community Halls **Public Open Space** including Parks, Pitches, country Parks, Allotments, Cycleways, Footpaths, Rivers & Canals, Forrest and Woodland **Young People Facilities** including Play Areas, Teenage Facilities, Delivery of Play Strategy **Sports & Health Development** including Sports Development, Young People Activities, Health Agenda. **Culture** including Museums, Libraries, Archives, Archaeology and Culture Strategy. Subgroups tasked with producing a project plan to include key actions, risks and timetable for delivery. Service PID document being created based on the above.
Service Vision	To have clarity of scope of services and the way they will be delivered in the new council to ensure that they are efficient, affordable, inclusive and aligned to the Health & Wellbeing agenda. To ensure that all countywide culture & leisure services continue throughout the transition and beyond to provide a seamless service to all users.
Key Activities	Identify what needs to be done to ensure that all countywide culture &

	leisure services continue to operate on 1st April 2009. – Short (vesting day), Medium and Long Term Leisure facilities management – Ensure contract management with external service provider is managed to ensure continued provision of service beyond vesting day. Arts & Entertainment Centres - Ensure contract management with external service provider is managed to ensure continued provision of service beyond vesting day. Funding / Grants for cultural events i.e. West Wilts Show, Festivals. Undertake an options appraisal for the service and facilities to help shape the future provision of the service beyond April 2009. Establish the baseline position in each of these areas. Service Provision – Assess differentials and proposals for harmonisation Condition Survey for sports facilities to be collated Service shaping to incorporate service delivers, users and elected members views and ideas. Identify key inter-depenancies to other workstreams. Financial Business case for meeting the projected savings submitted as part of the CLG bid. Campaign Management – To inform users of what to expect.
High Level Risks	DCL Contract in North Wiltshire expires on 31st March 2009 therefore 1st April 2009 currently no service provider for these facilities. Any needs or facilities assessment will need careful managing based on the outcomes. Impact of Condition survey and potential capital investment required.
Key Decisions Required by Programme Board, JIT or Implementation Executive	To extend the current North Wiltshire service (currently to 31st March 2009) contract with DC Leisure Limited in line with the West Wiltshire contract to 2011. The Sport England Contract and Funding for scoping work on needs assessment Budget requirements – Revenue for service provision and capital for buildings / facilities.

Service Area	**Streetscene**
Current Position	FLS Board Champion role and service and sub group Leads agreed. Following Workshops with the Service Area team the following areas will be covered:- • Removal of litter and detritus from streets and open spaces • Provision & emptying of litter / dog mess bins • Removal of weeds from streets • Removal of abandoned vehicles from publicly owned land • Cutting of Grass on publicly owned land • Provision & maintenance of street furniture • Maintenance of roads & pavements • Removal of fly-tipped waste on publicly owned land • Removal of graffiti from local authority property • Removal of fly posters • Enforcement of environmental crime • Management of trees, hedges and shrubs on publicly owned land Subgroups tasked with producing a project plan to include key actions, risks and timetable for delivery. Service PID document has been created based on the above and is currently being refined.
Service Vision	To integrate Streetscene services provided by the existing District Councils and County Council and to design a seamless single service which provides enhanced performance together with improved customer satisfaction. Streetscene is the state and condition of the physical environment in a local community. It is used to embrace a “one-stop-shop” approach to the provision of services that directly affect a citizen’s use of and enjoyment of urban and rural open space.
Key Activities	Identify what needs to be done to ensure that all Streetscene services continue to operate seamlessly from 1st April 2009. Service Provision management – Ensure contract management with external service provider is managed to ensure continued provision of service beyond vesting day. Establish an organisational structure to plan for and manage the transition process To produce a clear programme of activities and to monitor progress throughout the transition To coordinate and manage “quick wins” ahead of single council vesting day (April 2009) as a series of sub-projects

	To put in place measures to assure business continuity throughout the change process To develop a delivery methodology for longer term Streetscene service transformation Establish the baseline position in each of these areas. Service Provision – Assess differentials and proposals for harmonisation including vehicle / equipment procurement and replacement. Service shaping to incorporate service delivers, users and elected members views and ideas. Identify key inter-depenancies to other workstreams. Financial Business case for meeting the projected savings submitted as part of the CLG bid. Campaign Management – To inform users of what to expect.
High Level Risks	Currently being developed.
Key Decisions Required by Programme Board, JIT or Implementation Executive	Budget requirements – Revenue for service provision and capital for vehicle/equipment procurement and replacement Currently being developed.

Service Area	**Waste & Recycling**
Current Position	FLS Board Champion role and service and sub group Leads agreed. Following Workshops with the Service Area team the following areas have been agreed:- • Waste Management • Collections & Disposals • Enforcement & Regulation • Performance Management • Minimisation & Recycling Subgroups tasked with producing a project plan to include key actions, risks and timetable for delivery. Service draft PID's have been created for each area, but still requires some additional work before being complete
Service Vision	To provide an integrated Municipal Waste and Waste Minimisation, Recycling and Composting Promotion Service for the new Wiltshire Council

Key Activities	Subgroups tasked with producing a project plan to include key actions, risks and timetable for delivery. Service PID document has been created based on the above and is currently being refined. Establish the baseline position in each of these areas. Identify key inter-depenancies to other workstreams. Financial Business case for meeting the projected savings and investments submitted as part of the CLG bid. To develop a customer access strategy and clarity of on First point of contact enquiries Service shaping to incorporate service delivers, users and elected members views and ideas. Campaign Management – To inform users of what to expect.
High Level Risks	Currently being developed
Key Decisions Required	None at this time. Currently being developed.

Service Area	**Economic Development**
Current Position	Workshop to be arranged.
Service Vision	Currently being developed
Key Activities	Group tasked with producing a project plan to include key actions, risks and timetable for delivery. Service PID document has been created based on the above and is currently being refined. Establish the baseline position in each of these areas. Identify key inter-depenancies to other workstreams. Financial Business case for meeting the projected savings submitted as part of the CLG bid. To develop a customer access strategy and clarity of on First point of contact enquiries Service shaping to incorporate service deliverers, users and elected members views and ideas. Campaign Management – To inform users of what to expect.
High Level Risks	Currently being developed
Key Decisions Required by	Budget requirements – Revenue for service provision

Programme Board, JIT or Implementation Executive	Currently being developed