Title	**Towards One Council - Progress Report**
Audience	**Implementation Executive**
Date	**19th March 2008**
Owner	**George Batten – Programme Director**
Author	**Ian Cook – Programme Office Manager**

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:

- Joint Implementation Team – Updated Terms of Reference
- Workstream Initiation Documents for
  - Frontline Services
  - Resources
  - Community Leadership and Governance incorporating paper on Developing Community Area Boards/Partnerships
- Updated risk register
- Transition Costs and Savings

2. Action update from meeting held on 13th February 2008

No.	Action	Officer/s	Status
1	That the letter to all staff be redrafted to reflect the views of the IE and that this be copied to the Chief Executives, the Implementation executive and the Communications teams for all 5 Councils for distribution to all staff with copies to the IE.	KR	Completed
2	That the terms of reference for the JIT be resubmitted to better reflect its relationship with the IE.	GB	Revised terms of reference attached
3	That the location of pilots for area boards be clarified and that this be re-circulated to members of the IE with confirmation that those areas are aware of their status.	NL	Paper attached
4	That the critical risk register be amended to reflect the comments of IE members and that all future risk register data include a covering report and that the complete risk register be included within the extranet site with the link sent to all IE members and that this be brought to a future meeting for inspection by members. (IC)	IC	Risk register attached and full register to be uploaded on to internet by Friday 14th March

5	• To note the key points in the submission, "One Council for Wiltshire", regarding the goals and values of the new Council.		
	• To approve the proposal regarding a survey of the view of Councillors and staff of the five current Councils, in order to ascertain what aspects of each Council are seen as strengths which should be retained in the new Council.		Initial scoping work has been carried out with a view to holding the survey in the autumn
	• To note the views of managers regarding the culture and values of the new organisation from the viewpoint of customers and employees.		
	• To agree that further facilitated work should be undertaken with the IE as a group around the visioning and values of the new council and that the IDeA project entitled "Compass" should be investigated.	IC	Meeting planned with the IDeA on the 20th March
	• To agree that this work should be brought together in a statement of policy by the Implementation Executive by May/June 2008		The JIT has asked the programme board to develop and implement a culture change programme which will embed the vision and values of the new council at both an officer and member level. A draft implementation plan will be brought to the next IE
	• To note the analysis in paragraphs 16-20 above, concerning the ways of shaping the new Council to embody the appropriate culture and values		
	• To ask the Joint Implementation Team to ensure that the factors and influences described above should be incorporated in decisions and actions in the preparation for the new Council		
	• To ask the JIT to propose a communications strategy to support the culture and values of the new Council		To be brought to the April IE

6	• To delegate to the Director of the One Council Programme management of the budget for transition costs. • To note the estimated costs and savings of transition, as detailed in the appendix to this report. • To note that reports on future resources, options for service developments, the delivery of planned savings and areas where joint planning and budgeting in 2008-09 will be brought to future meetings of this Executive. • To note that work on the 2009-10 budget setting process is being developed and budget proposals for the new Council will be developed by Autumn 2009.		Requires ratification at this meeting
7	That the County Council be asked to appoint a Member Remuneration Panel to consider the IE's request that an allowance be paid to its members.		
8	That the Chief Executive of the County Council, after consultation with the Chief Executives of the District Councils through the Joint Implementation Team, be authorised to bring forward proposals to the next meeting of the Implementation Executive on possible organisational structures, and their implications.		Paper attached

3 Legislative status

3.1 The Wiltshire Structural Order has now been through the parliamentary process and passed. Further financial and staffing regulations are expected by May 2008. Priority to get regulations out early to minimise confusion. The Head of Transition HR and the WCC Monitoring Officer are meeting with DCLG on 13th March.

3.2 The appeal against the original judicial review decision has been dismissed on all five counts.

4 Programme Planning and Cross Cutting Activity

4.1 **Programme Initiation Document (PID):** Attached to this report is an updated programme PiD and PiD's from the Frontline Services, Resources and Community Leadership and Governance Workstreams. These outline in some detail the activity that is to be carried out in the coming months. A PiD for the Customer Focus workstream will be presented in May.

4.2 The attached workstream PiDs represent a further stage in the overall implementation plan. Members will notice that there remain a number of gaps in terms of content, however the main areas of work, the methods by which it will be carried out and the relationships with other Workstreams are described in some detail.

4.3 The complexity of the programme and the long term nature of benefit realisation mean that the PiDs will continue to be refined as we move through the process, and therefore there will never be an absolute final version. Although obviously the main objectives, delivery principles and the broad timescales will remain a constant.

4.4 **Culture and values work**: (Following on from the WCC Chief Executives paper at the last meeting). Currently working on clarifying lead responsibilities and securing external support to support the roll out of the programme and the associated organisational development work required.

4.5 **Developing the operating model**: Work is continuing on defining the linkages between area governance models (when these are being developed and tested over the next year), the interface with and design of front line services and the implications on this of the customer access strategy. The outcome of this work along with that of developing the organisational structure and work to embed the vision and values will be consolidated into a report for the next IE

4.6 **Transition to 2009**: The three pieces of work described above will also be consolidated into a further detailed paper on what is to be achieved by 2009 in terms of ICT, telephony, customer care and those services which will be in a position to be fully amalgamated under one management structure.

5 Governance arrangements:

5.1 **Implementation Executive:** The meeting on the 19th will be the first since the order was passed. DC members will remain informal members until such time that their full councils have endorsed them (post 4th March) by a vote at their full councils. WCC Monitoring Officer will update on situation at meeting.

5.2 **Joint Implementation Team:** Further meeting to be held on the 17th March. The WCC Chief Executive will give a verbal update at the meeting. This group has now been expanded to include workstream owners. Revised terms of reference also attached. Ian Gallin will be replacing Andrew Pate as the WWDC representative on the team.

5.3 **Workstreams**: BMP implementation now commencing we are looking to bring together more closely the BMP and Resources areas to ensure there is no duplication of effort.

5.4 **Overview and Scrutiny:** The Joint Overview and Scrutiny Transition Board met informally for the third time on 22 February at NWDC offices. The Board heard about risk management arrangements during transition and the intention to regularly review the risk register from updates from project managers. Cllr Chris Caswell from NWDC was authorised to take a lead interest in this area and would be working closely with the Programme Office. Risks associated with individual projects would be picked up by the relevant task group.

5.5 Human Resources was also covered at this meeting particularly focusing on the concerns expressed to members from district staff. The Board heard from Richard Woodroofe about the comprehensive arrangements for promoting and accessing recruitment and secondment opportunities and on progress with finding staffing reductions as a contribution towards One Council savings.

5.6 The other topic requested by the Board for early consideration was the cross-cutting project for ICT. Tim Gregory attended and described the arrangements in hand and the challenges faced for the new organisation outlined in his report. Members had concern over the budget available to deliver the integration and improvements. Cllr Keith Humphries from WWDC was authorised to take a lead interest in this matter with the Board again picking up general developments on ICT through the overall Programme Progress Report.

5.7 As reported last time, task groups had been established on priority areas and members now appointed. Lead responsibility for scrutiny officer support has also been agreed as follows:

- Development Control – WWDC
- Waste – WCC
- Housing – SDC
- Community Area Boards – WCC
- Customer Access – NWDC

5.8 KDC were unable to commit resources to lead a review but are supporting in respect of Housing and Waste. So far dates for the first scoping meetings have been arranged for Development Control (11 March) Waste (13 March) and Community Area Boards (17 March), and the lead 'Executive' officers contacted. Communication has been received from the Chairman of the IE and the Programme Director asking that the task group take an overview/policy development role (rather than simply scrutinising the work of the project board) in respect of Development Control. This would be put formally to the task group at its first meeting and considered by the Board on 27 March. This next meeting of the Board would also be considering transition budget monitoring and organisational structure.

6 Communications:

6.1 A Members Newsletter is produced every two weeks which is emailed directly to WCC Members on Fridays and to the district council communication teams for dissemination to their members. A Members Area on the Towards One Council website is being developed and members are encouraged to use this area as their main source of information. Members have been asked for feedback from via the newsletters as to what they would like to see on the website but as yet very little response has been received.

6.2 The new Extranet site (primarily aimed at staff) was launched Friday 7 March - much work went into this project by all five councils which was delivered in a very short timescale at a cost of only £600.

6.3 A four-page Towards One Council pull out was published this week in the centre pages of The Mag and was sent to all district council staff. There will also be four pages in the Wiltshire Magazine on One Council issues.

6.4 20+ Face2Face sessions with district and county council staff will start at the end of March. Each session will give staff the opportunity to discuss issues with WCC Chief Executive and Leader as well as Senior Management from the districts.

6.5 Five further parish and town council meet and greets are also planned for April/May.

6.6 The Towards One Council website will soon be reviewed and improved - in the meantime new information relating to the boundary review has been uploaded.

7 **Human Resources**:

7.1 Differences in terms and conditions are being analysed to indicate impact of harmonisation post April 2009.

7.2 Monitoring of changes in workforce numbers (both WCC and DC) has begun and is being refined. A key area of concern remains within the planning function, however relative stability exists elsewhere.

7.3 Unions are now satisfied with the proposed arrangements to keep them informed

8 Property

8.1 Attention is now focusing on joint working arrangements to develop a Property Transition Plan. An initial meeting of property officer was held on 23rd January to take this forward. This group will now meet monthly to oversee the implementation of the Plan. Regular monthly meetings are now taking place covering issues such as staffing and external consultancy support. Property information systems, contracts and key projects.

9 ICT

9.1 Draft ICT PiD in development due mid-end March 08 continued good engagement from all IT parties. New systems for choice based lettings and elections are awaiting board sign-off prior to starting procurement.

9.2 Awaiting Salisbury DC to go live with car parking system, then looking to consolidate into a single approach. ICT are also working closely with Customer focus lead however the clear direction from board that no-IVR (*Dial 1 etc*) is preferred option presents challenges for IT.

9.3 Email: Technical understanding of Exchange 2007 achieved. Technical Solution agreed although needs to be tied in with customer access requirements.

9.4 Infrastructure: Provisional agreement from procurement to allow us to use the Steria contract for the Wide Area Network (WAN) solution. Engineered a design change for the WAN to encompass links from Chippenham to Devizes and Devizes to Salisbury.

10 Workstream Updates:

10.1 **Frontline Services:** PiD attached. An analysis of all frontline services has been undertaken to ensure that all services are being looked at as part of the transition and transformation.

10.2 Workshops to scope and produce framework project plans for action have taken place with almost all the FLS countywide working groups apart from economic development (which is scheduled). Project plans for each service will be incorporated into the overarching FLS project plan and will set out what needs to be done by when including key decisions, which will need to be taken.

10.3 Additional work is underway following the IE in February on planning services. Members agreed to set up Executive and O&S task groups to review planning (development control and spatial planning) in a 10 week period. The key focus will be on governance arrangements and scheme of delegation. A further paper will be presented to this IE. A Planning Seminar is scheduled for Members on 24th April. The focus will be the outcomes of the task groups and the options for future delivery. Both service working groups will produce a 10 week action plan to ensure that options/service delivery proposals can be presented to members.

10.4 **Resources**: PiD attached. Services are currently finalising individual PiDs.

10.5 Agreed that web site for April 2009 would be a new site, linking into content from current websites. Go live for this would be December 2008

10.6 Elections: Report being drafted to seek approval of funds for new elections system

10.7 Considering early move to single management structure in a number of areas. Further update at next IE meeting.

10.8 **Community Leadership and Governance**: PiD attached: Report also attached for IE on models, locations, long term goals and pilot areas for the new governance arrangements.

10.9 report being prepared for JIT on the impact of the decentralisation of services and decision-making on frontline services.

10.10 Seconded team of 10 Project Managers and team leader to deliver Community Board Development Phase now advertised

10.11 Report of Member Seminar on 21 January being is now available on the Internet. http://www.wiltshire.gov.uk/towards-one-council-councillors-seminar-report-21-jan-2008-final.pdf

10.12 Delegation to Town and Parish Council project now well underway (project brief attached as part of Workstream PiD)

10.13 Report on boundary review is also attached

10.14 **Business Management Programme**: Contract signed 29/02. On 10th March the Cabinet, WCC Corporate Leadership Team and district reps (led by Logica –CMG) will define vision and outcomes for BMP programme. This will be the start of the four month 'blueprinting' phase i.e. where the design for the system will be developed and finalised.

10.15 **Customer Focus:** The team is looking at how customers contact our councils, in other words the 'first point of contact'. Work is also taking place to review consultation about customer access that has already been completed by all five councils. Discussions have also taken place with Wiltshire County Council's Research Team to plan future consultation of different customer groups.

11 Risk Management

11.1 Attached is the updated programme risk register this has incorporated the comments that were recorded at the last IE and subsequently from the overview and scrutiny task group.

12 Benefit Management:

12.1 £7m savings targeted for 2009-10. Therefore need to ensure ownership of the savings identified (this will continue to be a challenge until Heads of service and other positions are filled)

12.2 Business cases will be developed for all key service areas in order to identify savings and budget forecasts for next year and to inform the development of the corporate plan. These business cases will need to be prepared and finalised by August 2008.

12.3 The IE will be presented with key frontline service redesign proposals for decision as and when they are completed.

12.4 Workshops to be carried out for key staff on the development of the business case and implementing the benefits realisation strategy.

12.5 Projected expenditure for 2008/09 remains within budget. Initial expenditure forecasts for 2009/10 will be completed in April 2009