

IMPLEMENTATION EXECUTIVE
9 JULY 2008

TOWARDS ONE COUNCIL – PROGRESS REPORT

Executive Summary

This report headlines current progress on the programme

Proposal

There are no specific proposals in this paper however members are asked to contribute their thoughts on any of the specific areas covered

Reasons For Proposals

See above

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1. Action update from meeting held on 17th June 2008

No.	Action	Officer/s	Status
1	There should be members involved in the group working on Member Development and Induction.	John Quinton	Noted and action being taken

2 Programme Office

- 2.1 **Migration from workstream management to Corporate and Service Director Management:** A further discussion paper will be presented to the JIT on 7 July. This will encompass not only the shorter term requirement to reconfigure programme and project management arrangements but will also address the requirement to have the operating structure of the new council more or less in place by January 2009.
- 2.2 This discussion paper has been circulated to all Chief Executives for comment and they are also being asked to invite their leaders and IE members to comment on the issues it considers.
- 2.3 After the JIT meeting on 7 July a final paper will be produced, taking into account the views of members, with final recommendations for the JIT to endorse on 14 July.
- 2.4 **Rebranding:** Cost options are currently being prepared for the JIT on 7 July. The outcome of discussions around this issue and proposals that are put forward will be presented verbally to the IE.
- 2.5 **Day One Activity:** Considerable activity is occurring across all of the workstreams in relation to Day One Activity, which is increasingly been viewed as covering Day One plus the first sixty days. The current Day One Programme overview plan is being revised and the new Programme Manager, Mark Stone, is undertaking a series of familiarisation meetings with the workstream leads.
- 2.6 A revised plan should be completed shortly, which will then form the basis of regular progress updates and monitoring to ensure a convergence of activity. The increasing maturity of the various workstreams means that a clearer picture of their interdependencies and shared critical dates is appearing which will support this work.
- 2.7 It will be important that this area of work builds strong working relationships with the new Service Directors as they are appointed and operational responsibility for delivery migrates to them to ensure that we are able to capture, and report, activity in a cohesive manner.
- 2.8 **Service Director Handbook:** The programme office is co-ordinating the development of a handbook which will be completed by the end of July. This handbook would contain key information that would enable service directors to have at least a reasonable understanding of the scale, scope and performance of their service, the functions that they are responsible for, their short and medium term objectives as well as the organisational design principles (local governance arrangements, customer access

strategy, management layers etc) they need to take account of when restructuring their services.

2.9 In order to deliver the handbook a project team has been set up to take responsibility for delivering the following 'handbook' content:

- Benefit Realisation targets (cashable and non-cashable)
- Day One objectives
- Baseline Budget information
- HR Data
- Performance measures/targets
- Contracts
- Property
- Structure design principles (span of management control/ management layers)
- Customer access design principles
- Local governance design principles.

3 Governance arrangements

- 3.1 **Overview and Scrutiny:** The Joint Overview and Scrutiny Transition Board will be meeting again on 4 July at NWDC offices in Chippenham. The Chairman will update the IE at the meeting as appropriate. Chris Humphries permanently replaced Robert Hall as one of WCC's representatives. The Board will consider the latest updates from the work of the Implementation Executive, including the Progress Report and the Financial Update.
- 3.2 The final report of the Task Group on Development Control will be presented to the Board by Fred Westmoreland SDC, Chairman of the Task Group. The same report is the subject of a separate item on the IE agenda for its meeting on 9 July.
- 3.3 The Waste Task Group last met on 10 June. It received a project update and considered the new overarching project plan. Members will be considering waste collection across the County, with the aim to support the project team in realising transformation of the service as soon as possible.
- 3.4 The Community Area Board Task Group meets again on 4 July. Current areas of interest include the role of the Cabinet Member, relationships with service departments and budget allocation.
- 3.5 The Customer Access Task Group met on 3 June to discuss the Customer Access to Services Strategy which was subsequently endorsed by IE on 17 June. The group will next meet on 14 July when the Workstream Manager for Customer Access will give a presentation on the efficiencies he hopes his strategy will achieve and the Customer Contact Centres Project Lead (Jackie Tavener NWDC) will explain the principles of LEAN fundamentals and its application to Customer Access following the request of JOSTB.
- 3.6 The Housing Task Group met on 11 June to consider the housing work group's risk register and issue log, as well as performance information on housing services across the districts. The Task Group will next meet on

11 July and is looking to present an interim report to the JOSTB on 25 July. Scrutiny support for the group will shift from SDC to WCC following the departure of the original support officer.

3.7 Furthermore, the Board will be considering a report of the Lead Officer for Cultural Services on the transitional progress on the amalgamation of the management and operation of leisure centres following the request of JOSTB. It will also consider a recommendation from WCC Scrutiny Management Committee to review transitional arrangements for parking enforcement.

3.8 The next meeting is scheduled for 25 July 2008 at KDC offices.

4 Communications

4.1 The www.onecouncilforwiltshire.co.uk website is now live. The site has been redesigned to make it easier for Members and the public to navigate. If Members have information that they would like to see on the site then please contact the Transitional Communications Team.

4.2 A four page One Council feature will soon be sent to all Wiltshire residents as part of the Wiltshire Magazine that is produced and circulated by Wiltshire County Council.

4.3 The One Council road show will now take place in November 2008 and February 2009. The road show will visit 21 Wiltshire towns and will use a range of tools to communicate key messages about Wiltshire Council. The road shows will include a DVD that illustrates how the aims of the new council will work in reality, tailored seminars, surgeries and question and answer sessions.

4.4 The Wealth of Wiltshire stand at the Bath and West show gave Lucy Chivers, from the Transitional Communications Team, a great opportunity to talk to local residents, face to face, about the move to Wiltshire Council. Full details of the feedback are now available on the Extranet.

4.5 Specifically, the research covered

- what awareness local residents have of the new unitary authority
- if local residents had any concerns about the changes ahead
- what specific information people wanted
- how they wanted to be informed
- if residents thought the "Vision" was meaningful.

4.6 Visit <http://extranet.wiltshire.gov.uk/index/latest-news/bath-and-west-feedback-may-2008.htm> to find out more.

4.7 Jo Middleton is working with the Business Management Programme (BMP) workstream to produce a DVD. The DVD will be used to increase staff understanding and commitment to the implementation of the BMP programme.

4.8 Claire Adams will be taking over the role of Transitional Communications Manager from Catherine Hasted from the 4 July 2008.

5 Risk Management:

5.1 *An updated risk register to follow*

6 Benefit Realisation

6.1 Background Project Managers have continued to complete the Service discovery through the PIDs (Project Initiation Documents) and are identifying options for service improvements and savings. The meetings conducted between the Benefit Realisation team and County and District workstream managers highlighted significant and consistent progress towards shaping the new services. However, much more work is required around the financial modelling and base lining of the preferred service options.

6.2 The budgeting process for 09/10 commences soon and the senior structure and organisation of the new Council will have the required empowerment and authority, accountability and responsibility for delivering savings and benefits realisation. Service budgets will be developed over the next few months setting out and including the options, costs, savings benefits and service standards / quality for approval through the appropriate governance arrangements

6.3 Savings Considerations and Opportunity Review Across the Service areas, there is a recognition and understanding of the levels of savings required. It is hard for the Workstreams to have full confidence in savings delivery until organisational structures and detailed costings of the new services have been fully carried out.

6.4 Most of the assumptions supporting the savings remain as originally stated. Even though some of the savings components may change, no new evidence has surfaced to materially revise the overall savings target.

6.5 The following comments are intended to help with putting the overall savings potential into a clearer context.

- a) The original savings for 2009 – 10 were for the most part assumed to start from 1 April 2009. Although the early amalgamation of some Services is now underway, TUPE rights will restrict the implementation of new structures up to six months into the new 2009 – 10 financial year. This would give rise to reduced savings in 2009 – 10 but the annualised effect in 2010-11 would be in line with original expectations. The cost of restructuring would be delayed by up to six months from the end of 2008 – 09 to mid-way 2009 – 10.
- b) Several Workstreams have highlighted areas of opportunity not included above. These will require further evaluation as part of the benefit realisation process and will help to either reinforce the savings reported above or could produce additional income or reduced cost.
- c) The continued sharing, exchange and communication of efficiencies and economies within a Service and across Services where there may be interdependencies or areas of commonality should produce further opportunities.

- d) The creation of new PIDs for Land Charges, Sustainable Transport and Fleet Management will help to sharpen the focus of savings and could present new opportunities.
- e) The WCC de minimis capitalisation threshold of £10k appears to be significantly at variance with the higher capitalisation thresholds applied by the Districts. More "District" related expenditure could be charged to revenue from April 2009, impacting adversely on projected savings. Any implications will require quantifying.
- f) Re-invested savings could be a combination of one-off annual commitments or sustained ongoing annual investments. The harmonisation of fees and charges may attract some re-investment of savings.

7 Human Resources

- 7.1 The HR team are continuing to work closely with other county councils seeking unitary status to share information.
- 7.2 Single Statutory Staffing Procedures i.e. disciplinary, grievance and dismissal are being developed. This is linking in with Joint Working for HR advisors.
- 7.3 Staffing information is being collected across all five authorities to provide baseline data to service managers. This is to be distributed to Corporate Directors. Further updates will be sent in the autumn 2008 and February 2009 (this will be used as the TUPE list).
- 7.4 The appointments process is being determined and consulted upon with HR district colleagues and LGR JCC. A written response from UNISON is being considered and discussed to try and secure agreement. A special LGR JCC Meeting will be held on Friday 4 July 2008 to progress. The outcome will be reported to JIT.
- 7.5 Staff contractual terms and conditions being assessed to inform TUPE implications.
- 7.6 Draft DCLG Staffing Regulations are being scrutinised and interpreted. Draft Regulations have now been signed. They were considered by Parliament on 5 June 2008 and implemented on 28 June 2008.
- 7.7 It is important to determine support for and to brief managers responsible for designing and developing structures.

8 Frontline Services

- 8.1 **Programme of Deliverables** has been drafted, setting out key milestones between now, vesting day and beyond. This will be monitored by the FLS Project Board.
- 8.2 FLS and the Governance and Communities Workstreams are in discussion to identify and highlight frontline services which could be aligned with proposed local governance arrangements and which services could be delegated to town and parish Councils.

- 8.3 The Frontline Services Extranet site will be updated fortnightly as will Public Protection web pages and the Building Control newsletter. A Forum for debate will be developed and the first Question and Answer page (FAQs) uploaded. Articles for the Towards One Council newsletter are being sent in fortnightly. Individual councils' waste and recycling performance successes are being researched for the second issue in June. It is proposed to prepare information on E-Planning and a shared ICT system as well because this is an issue which is causing concern in many service areas and clarification may be very useful and provide some reassurance.
- 8.4 **Building Control:** BC managers are reviewing progress weekly and are shaping a proposal for the new BC service structure. The first BC newsletter was issued in June and also placed on SharePoint and the Extranet site, with a link from the FLS front page.
- 8.5 **Car Parking Project:** The database of parking signage will be completed in June with photographs and location maps for branding. There is a National Enforcement Conference on 26 June at London Bridge on best practice procedures for enforcement which covers all areas including parking enforcement.
- 8.6 **Public Protection:** Work on Private Sector Housing is on target. The enforcement policy was drafted and work started on consolidation of procedures and scoping for renewal policy. FP&T are preparing a paper to address difficulties which may be encountered in transferring taxi licensing to ESU at SDC.
- 8.7 **Spatial Planning:** Resources and capacity are being examined in June. The focus of the project is on delivery of the Local Development Framework, in particular the preparation of the LD Scheme for Wiltshire that Government Office indicates may need to be submitted by September 2008, rather than integration of spatial planning service. GOSW indicated that the September date may be put back. The group is continuing to make progress on agreeing components of LDF and drafting a three-year project plan (i.e. LDS) for LDF delivery.
- 8.8 **Sport England Facilities Assessment for Wiltshire:** FLS agreed the PID and funding. Lead Officer is Lucy Murray Brown and the Project Team has been formed. They began data collection and arranged meetings with key officers from the five authorities.
- 8.9 **Economic Development Regeneration and Tourism:** A costing exercise is being undertaken for tourism and discussions held with Mark Boden, Corporate Director, on a transition timetable before consulting staff. It is hoped the templates detailing the work of the economic development, regeneration and tourism units/staff within the five LAs will be completed by 19 June when the EDRT Task and Finish Group will consider the updated PID. At the 5 June EDRT Task & Finish Group meeting Alistair Cunningham presented the two scenarios for how the Economic Zones should be cut according to the wealth of data analysed. The main point of difference is whether Warminster becomes part of the A303 zone or the A350 zone; the report currently in preparation would make a recommendation. It was agreed that the economic zones report should be discussed at the next meeting, before being presented to the

SWEP Board on 25 June, the WSEP EG on 3 July and the WSEP Board on 17 July. Communications and Customer Access work in-hand involves cross-cutting staff.

9 Resources

- 9.1 **Democratic Services:** Draft job descriptions and career pathways produced for the various democratic services roles on which Dem Services managers from other Wiltshire Authorities have been consulted.
- 9.2 Meeting held with members ICT working group to discuss member IT arrangements and ensure coordinated working.
- 9.3 **Elections** Visit to Monkton park (future accommodation of Elections team) taken place on 02.06.08 by staff: Draft Job Description for Head of Service has been produced. Strategic Managers met on 11.06.08 to discuss time table for staff relocation and structure.
- 9.4 **Human Resources:** HR Transformation Group has responsibility for reviewing and proposing the new structure for the Strategic HR service (subject to approval of Service Director for HR), and for overseeing the work of the sub-groups. Sub-groups have been established for: Health and Safety; Occupational Health; Learning and Development; Advisors; Recruitment; and Business Support.
- 9.5 They are tasked with:
- ensuring the service is delivered until and on vesting day;
 - ensuring the service is delivered until transfer to SST/Strategic HR;
 - preparing for the transformation of the service.
- 9.6 Arrangements are now in place with the Shared Services and BMP programmes to ensure coordination of all three projects – via the establishment of a One HR Group.
- 9.7 **Revenues & Benefits:** All teams are meeting regularly to discuss processes and defining consistent service delivery. However, a decision is needed regarding council tax and NNDR recovery procedures (as they currently differ across the county).
- 9.8 A policy decision is also needed regarding the harmonisation of council tax rates for empty homes. In one district they are charged at 90% whilst the others charge 50%.

10 Community Leadership and Governance

- 10.1 A detailed Gantt chart has now been produced (attached) and PIDs are being prepared for each area within the Community Area Board Development Phase.
- 10.2 The Community Area Board Development Team met for the first time on 11 June to discuss operational details and progress to date. Steering Groups are being established in each of the 12 pilot areas with a view to establishing 'proxy' Boards by the autumn.

- 10.3 Further to the recent visit by the Boundary Committee, a letter with further written evidence on the composition and role of area boards has been submitted.
- 10.4 A series of workshops – “Collaborative Working at the Community Area Level” – are being rolled out across the County in order to promote better area working between frontline services, both within the councils and with other public agencies, such as Health and Police.
- 10.5 Final recommendations on the parishing of Salisbury City - Stage Two Public Consultation – will be made by the SDC City Area Committee in July and thereafter to the IE and to the Electoral Commission.
- 10.6 Work to begin in earnest on the Constitution and schemes of delegation – with Yamina Rhouati as project lead.
- 10.7 Wiltshire Forum of Community Area Partnerships will publish its evaluation study of CAPs in Wiltshire “imminently” – which will hopefully serve as an action plan to ensure that our CAPs are robust and fit for the purpose of engaging in the new governance arrangements.
- 10.8 Initial discovery phase to ascertain the appetite and aspirations of the town and parish councils for service delegation and asset transfer to conclude by end July.
- 10.9 A unitary councillor “launch day” is being planned during Local Democracy Week in October and it is hoped to use the work undertaken by the IDeA on Compass and the work undertaken on the unitary councillor role description to inform this event.
- 10.10 Following informal feedback from the Joint Area Review it has been suggested that we should provide more clarity around the corporate parenting role of members within the Unitary Councillor role description. The following bullets have therefore been included:
- by having an understanding of the profile and needs of the children in the care of the local authority
 - by being aware of the impact on looked after children of all council decisions
 - by considering whether this would be good enough for your own child
 - by ensuring that action is taken to address shortcomings in the service and to improve outcomes for looked after children.
- 10.11 **Electoral Review:** As expected, the Boundary Committee published its Draft Recommendations for Wiltshire on 1 July 2008. With this, Stage Three of the review process commenced. The Draft Recommendations are available on Wiltshire County Council's website on
- <http://www.wiltshire.gov.uk/council/local-government-white-paper/electoral-review.htm>
- 10.12 A brief analysis of the Draft Recommendations indicates that the Boundary Committee has made minimal changes to the County Council's

original submission. The Boundary Committee has agreed the County Council's proposal for a council size of 98. This is the fundamental step in agreeing the council's submission as the remainder of the submission is based on the premise of this council size. Further detailed analysis will now be undertaken and reported to County Council on 15 July.

- 10.13 All district, town and parish councils have been informed of the Draft Recommendations on 1 July.
- 10.14 There will now be a further consultation period of eight weeks up until 25 August 2008 during which the County Council and all other interested parties can make representations on the Draft Recommendations to the Boundary Committee.
- 10.15 In the light of any representations received during Stage Three, the Boundary Committee will review their Draft Recommendations and consider whether they should be altered. The Boundary Committee will then submit their Final Recommendations to The Electoral Commission who will make the Implementation Order not less than six weeks after it receives the Final Recommendations. It is hoped that this process will be completed by the middle of December 2008 in time for the revised electoral arrangements to be in place for the elections to the new unitary council in 2009.

11 Business Management Programme (BMP/Shared Service Team (SST))

- 11.1 **Performance Team:** The base line data collection and validation is still ongoing. This is currently focussing on front line services. Consideration is being given to the impact of current information governance and data quality standards and how local PIs will be developed and defined.
- 11.2 **Technical Team:** A complete audit is being carried out to find out all the applications we currently have which will need to be migrated or interfaced with SAP. This is due to be completed by 27 June.
- 11.3 **Transformation Team:** Training and events are being analysed using the information from the baseline data, and finance and procurement roles are being reviewed. The cost of legacy IT systems are being compiled. Meetings have been held with all the Change Champions to offer guidance and support with developing their Service Area Implementation Plans which detail how each department and district will implement the BMP.
- 11.4 Communications is producing a DVD with the help of Kennet audio team to be shown at staff events, posted on the Extranet and as a tool for the change champions. Posters have been designed to raise the profile of BMP and will be placed on corporate notice boards in County Hall, area offices, and District Councils.
- 11.5 **SST:** The Business Case report is due to go to Cabinet on 15 July. The location of the Shared Service Team to 3rd Floor East Wing has been explained face to face to the payroll, lifecycle and exchequer staff in County Hall. The SST reference group, change champions and district communications teams have also received an email explaining the change of location.

12 Customer Focus

- 12.1 Customer Access to Services Strategy signed off by Implementation Executive (17 June). Initial draft work areas to be discussed by Customer Focus Board (12 June). Agreed format for Customer Service staff briefings during July; first date booked (KDC, 15/7). Briefed KDC One Council group, Public Protection Services work group, and Revs and Bens lead officer on Access Strategy. Write first draft PID and budget; define all work parcels including milestones; overall plan to 30 April; agree WP reporting. Define Day 1 product set.