Title	Towards One Council - Progress Report
Audience	Implementation Executive
Date	16th January 2008
Owner	George Batten – Programme Director
Author	Ian Cook – Programme Office Manager

1. Introduction

1.1. The framework adopted by this first formal progress report is one that it is hoped that members will find useful and informative. It will cover the following:

- Update on actions previously identified
- Legislative issues i.e. progress through parliament, judicial review status etc
- Programme Planning and Cross Cutting issues (inc Management and Governance, Human Resources, Finance, Customer Access and Communications)
- Workstream updates
- Risk Management
- Benefit Management

1.2 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 or appear as separate items within the agenda:

- Rules of Procedure for IE
- Member Engagement (will be circulated)
- Programme Initiation Document (incorporating communications strategy)
- Unitary Councillor Job Description

Also attached is a key officer contact list

2. Action update from meeting held on 28th November 2007

No.	Action	Officer/s	Status
1	That the DCLG be requested to clarify the issue of substitutes for the Implementation executive within the Order.	Ian Gibbons	The options for the provision of substitutes is being evaluated by the legal advisors as there is no specific allusion to these in the Order
2	That a further report be submitted to the next meeting on the revised terms of reference of the Joint Implementation Team and the Implementation Executive. (TG/IC)	TG	Report covering IE rules of procedure (containing ToR) is a separate item on the agenda, however this does not cover the ToR for JIT as further work is being carried out on governance arrangements, in particular to take account of the role and responsibilities of the Chief Executives/Corporate Leadership Team group. A Further report will be tabled in February
3	That a list of officer contacts engaged within the programme be circulated to all members of the Implementation	Ian Cook (IC)	Contact list attached

	Executive.		
4	Unitary councillor Job description	John Quinton	Description separate item on the agenda
5	Communications Strategy	IC/Cath Hasted	Contained within programme PID
6	To consider Corporate Management Arrangements for the new Authority/Severance S8cheme/Recruitment of the new Chief Executive	TG	Considering a workshop type activity facilitated by South West Employers to address these issues
8	Regular Item on Transitional Costs and Savings (JQ)	TG	Full report to February meeting
9	That the Chief Executive of South West Employers be engaged to advise on the recruitment process for the Chief Executive of the new unitary council. (GB)	George Batten (GB)	See point 6
10	To re-invite Leaders of District Councils to nominate representatives to serve on the Community Leadership and Governance Reference Group. (NL)	Niki Lewis	Completed
11	The invitation to be a formal letter from the County Council explaining the role of councillors within this group. (NL)		
12	To arrange an early seminar for all members on the vision for the new authority.	WCC Corporate Leadership Team and DC CEx's	February 2008 (provisionally) - further details to follow
13	To report to a future meeting proposals to engage members within the process and in particular how they will engage with the visioning exercise. (TG/IC/SR)		

3   Legislative status

3.1   The orders were laid on the 17th December. There will be an examination by the Joint Committee on the statutory Instruments with a single debate and separate votes on the five Orders will take place in the House of Commons (probably seven hours) and then debate and votes in the House of Lords. Minister makes the directions the day after if Orders have been approved and will invoke the provisions regarding control of assets, etc.

3.2 The Judicial review is due to be held on the 28th/29th January 2008

4   Programme Planning and Cross Cutting Activity

4.1   **Programme Initiation Document (PID):** has been produced (which is attached). This is the result of work carried out jointly by each of the five organisations. This document covers the why, what, how and when of the transition. It is the guiding framework through which the benefits will be delivered by each of the Workstreams. The PiD sets the foundation for transition and transformation using a clearly articulated set of principles and processes.

4.2   Much emphasis is placed on ensuring that the transition from five councils to one is as smooth as possible. Meaning that on April 2009 all services continue to deliver to an acceptable standard and that the critical requirements of 'managing' the organisation continue to function e.g. staff

are paid correctly and on time, revenues and benefits continue to be collected and distributed etc. Additional critical requirements are contained within in section 4.3.1 of the PiD.

4.3 However in order to realise the benefits identified in the original bid a significant amount of work also needs to be carried out in transforming services i.e. improving service performance and reducing costs. The requirement to comprehensively redesign services takes time and therefore this transformational work, in some areas, will need to begin now e.g. implementing the business management programme, planning and waste etc. Officers are currently in the process of finalising a schedule of transformational as well as transitional activity

4.4 **Governance arrangements**:

4.4.1 **Role of Chief Executives**: To maximise the effectiveness of the governance arrangements it is proposed to incorporate the four DC chief executives onto a monthly meeting of the existing WCC Corporate Leadership Team. The first meeting of which will take place on the 15th January. The full details on this groups terms of reference and its relationship with both the IE and the existing JIT will be produced for the next meeting.

4.4.2 **Overview and Scrutiny:** A Joint Board has been established with a first (informal) meeting being held on the 14th December. A programme of work will be considered in more detail at its next meeting in January. More details of its role are covered in the paper on member involvement

4.5 **Customer Focus:** Customer focus means designing every part of our services (and organisation) to meet the needs and preferences (demand) of the customers of those services. Access to service means the whole service journey of awareness, contact and fulfilment, not just contact:

- awareness: I have a need and know where to go for help;
- contact: I have easily found a suitable solution;
- fulfilment: my solution has been delivered and it worked.

4.6 The Customer Focus theme is taking a two stage approach to developing an Access to Service Strategy. Stage One is a short initiation exercise (about six-eight weeks), which is largely completed.

4.7 During the Initiation stage we have got a good view of what key stakeholders understand by customer focus (and what they don't yet understand), and the current scale of their ambitions with respect to customer focus. We have drafted Terms of Reference for the Customer Focus Board, which now includes the district councils, and the board has held its first meeting.

4.8 Stage Two is a full project (three to four months) between January and April 2008. During this phase, the consultancy (CDW) will facilitate the development of our understanding and a strategy which we own, rather than creating a strategy for us and facilitating its acceptance. This approach will make less progress in the early stages but will be quicker later, and particularly in implementation. It will include baselining and

benchmarking our existing services, and consultation with customers, members, partners and staff as we design the Access Strategy.

4.9 **Communications**: A detailed strategy and activity plan is contained within the PID (Appendix 4). It may be useful for members to note that a fortnightly newsletter will be sent to all regarding programme progress and that the WCC internet site will be continually updated with all the latest information. Regular seminars will also be offered on various aspects of the programme. The first of these will be on community area engagement on the 21st January 2008.

4.10 **Human Resources**: A joint (WCC and DC) working group has been established for the last 4 months with regular fortnightly meetings taken place. Recruitment and Secondment protocols have been agreed and a number of briefings have taken place with HR staff and managers. Currently work is being focussed on the following areas:

- Analysing differences in terms and conditions to assess the ease/difficulty of pay harmonisation
- Monitoring of workforce turnover (to assess risk to ongoing service delivery)
- Analysis of employee data
- Ongoing discussions with DCLG on staff transfer issues

5. **Workstream Updates:** Workstream Initiation Documents will be completed in February and presented to the JIT for ratification on the 19th February. Copies of these documents will be made available to the IE and staff after that date.

5.1 **Frontline Services:** A new Frontline Services Workstream Owner (Laurie Bell NWDC) was appointed on 13 December 07. A revised Project Initiation Document (PID) and work in progress plan has been drafted to focus on a plan of action up to and beyond April 09. Meetings are scheduled throughout January to meet all the frontline services county-wide groups to look at the scope of work for both transition and transformation.

5.2 The JIT has undertaken work to prioritise the service focus for the Frontline Workstream Board (FSWB). The following services have been highlighted as a priority by the JIT for the board to focus on;

- Development Control and Building Control
- Waste and recycling collection
- Streetscene – litter picking, street cleaning, bin emptying etc.
- Leisure Centres
- Housing – homelessness and choice based lettings
- Licensing, Trading Standards, Environmental Health
- Car Parking

5.3 The Frontline Services Workstream will submit its service prioritisation proposals to the JIT. These will cover the rationale for transition "must do's" to de-risk the provision of services by the new authority on 1 April 2009 and the key areas for transformation including 'lean' interventions. Options for an early amalgamation of some service areas will also be considered. Members, both executive and non executive, will be

consulted in the development of these transition and transformation priorities.

5.4 **Resources**: The Resources board is established and project lead officers appointed for majority of service areas. The priority is currently on building up information on each service area to ensure identification of:

5.4.1 Key activities and infrastructure to ensure business as usual on vesting date. Particular emphasis on areas like elections for May 2009.

5.4.2 Building up service information to clarify timescales for transition, transformation and for the scale of benefits for each area.

5.4.3 Major issues and risks that need to be addressed for services to be in place, e.g. a decision is required on a standard NNDR from April 2009 (12 months notice is required for a change of rate).

5.5 **Community Leadership and Governance**: Board established and project lead officers being identified. Seminar for all members is to be held on the 21st January

5.5.1 **Area Boards:** Proposal to form a joint delivery team that will manage the implementation of area board pilots (North Wiltshire Area Committees have already voted to trial area boards across the district). It is intended that final proposals will be brought to the IE in February

5.5.2 **Boundary Review:** The Boundary Review Working Party met for the first time on 13 December. Members considered a first draft of possible electoral arrangements for North Wilts, West Wilts and Kennet based on the County Council's submission to the DCLG, namely:-

- a minimum of 98 members
- single member divisions
- coterminosity with community areas

5.5.3 The Working Party identified a number of areas where the draft proposals required further work and this is currently being pursued with local Members of the County Council and Town and Parish Councils. A draft proposal for the rural areas of Salisbury District Council is also being worked on. Any proposal for the city of Salisbury will await the outcome of the District Council's proposal to review the parishing of the City.

5.5.4 It is still hoped that the review will formally commence some time between mid January and mid February. An update on the timing will be given at the meeting of the IE.

5.6 **Business Management Programme**: The Business Management programme(BMP) is a major service transformation project that will completely reform the way the new council is supported. The BMP board

has been established for some time and membership is currently being reviewed before it moves to the implementation phase. Final budget has been agreed by WCC cabinet. Decision on preferred supplier will be made by the end of January with contract signed by the end of February

6   **Risk Management**: The PID details the preferred approach to risk management in some detail. The immediate focus will be on effectively managing the risks associated with 'Day One' activities (section 4.3.1) i.e. ensuring that we get the basics right. Workstream owners would be expected to clearly demonstrate within their PID's how they would ensure that these fundamental objectives were met. Risk identification workshops are to run in January and February

7   **Benefit Management:** As with risk management the approach is outlined in the PID (section 13) information is currently being collected in order to establish baselines from which benefit targets can be set. The cashable benefit target remains at £18.145m from 2012.