WILTSHIRE COUNCIL   **AGENDA ITEM 10**

IMPLEMENTATION EXECUTIVE
15 April 2008

TOWARDS ONE COUNCIL – PROGRESS REPORT

Executive Summary

This report outlines the main activity that has occurred since the last IE.
Attached as appendices are the following documents

- High level transition plan
- Communication strategy
- Programme risk register

Proposal

There are no specific proposals in this paper, however it would be useful if
members would consider how they would wish to be engaged in the process
of implementing the vision and values of the new council.

Reasons For Proposals

Please see above

GEORGE BATTEN
Programme Director

Author: Ian Cook

1. Action update from meeting held on 19th March 2008

No.	Action	Officer/s	Status
1	Organisational structure - To agree that the Chief Executive will now work with the Joint Implementation Team to reflect the comments of the Implementation Executive in a further report to the next meeting.	Keith Robinson	Report to this meeting
2	To receive a consolidated report at each meeting on the general and specific consents exercised in the preceding period.	Keith Robinson	Standing item on agenda

2   Legislative status

2.1   Still awaiting staffing and finance regulations from DCLG – expected May 2009

3   Programme Planning

3.1   **Implementing the vision and values:** work is progressing on implementing the core vision and values of the new authority. The product of this work will be a concise document that captures;

- what we intend the new council to look like, be like and feel like for all the staff, our customers, elected members and key stakeholders

- It will clarify what we will do by when and "what to expect" by 1 April 09 and beyond that date

Laurie Bell from NWDC will give a full update on progress at the briefing session between 3pm – 4pm – paper to follow

3.2   **Transition Plan:** We identified in the original PiD a number of critical delivery requirements. These requirements have been refined through the course of a number of meetings and now described thus:

1	Effective service delivery in all service areas
2	Ability to pay staff, suppliers and contractors correctly and on time
3	Staff know where their place of work is, what their job is and who their manager is
4	The ability to generate council tax demands and collect all monies due to the organisation
5	The ability to pay housing and council tax benefits correctly and on time
6	Financial frameworks are in place to properly manage all financial activities required by the new authority inc benefits realisation plan that will realise 18.145m p.a. by 2012
7	Boundary Committee review complete
8	Infrastructure in place to conduct an election
9	Single corporate web site
10	Single public telephone number
11	Single customer care response

12	Area Boards and local governance arrangements
13	An agreed menu of services for Town and Parish Councils
14	Wiltshire Council brand agreed and rolled out
15	A clear and comprehensive transformation programme up to 2012
16	Produce Wiltshire Council Constitution

3.3 Supporting the achievement of these high level objectives are a further 300 related activities. Each of these activities will sit within a workstream (FLS, Resources, BMP, CL&G) or one of the cross cutting areas (Customer Focus, HR, ICT, Property, Legal, Communications) and have a dedicated lead officer responsible for ensuring the successful delivery of that activity.

3.4 These activities have only recently been scoped and therefore further work is being carried out to ensure ownership is agreed, and where necessary resources identified.

3.5 It is proposed that a further iteration of this Day 1 plan is presented to JIT in May and subsequently to the meeting of the IE on the 22nd May for approval.

3.6 A high level plan is attached at Appendix 1

3.7 A more detailed paper on moving towards single management structures is covered as a separate agenda item

4 Governance arrangements:

4.1 **Overview and Scrutiny:** The Joint Overview and Scrutiny Transition Board (JOSTB) met on 28 March in its formal capacity for the first time with 9 appointed members at WWDC offices. Tony Molland was elected as its permanent chairman.

4.2 As well as formally agreeing its terms of reference and operating protocol the Board gave initial consideration to transition costs and savings, and the revenue budget baseline as presented by WCC Chief Financial Officer, and WCC Chief Executive's first report on the organisation and structure of the new council. JOSTB has given some preliminary views to the Chief Executive in advance of his second report.

4.3 The Board received progress reports from each of its task groups. Waste and Development Control had met twice and first meetings for Community Area Boards, Customer Access and Housing had been scheduled. The Board agreed to the request of the IE to undertake a policy development role for Development Control. JOSTB will meet again on 25 April at County Hall and intends, among other things, to review the benefits realisation plan and second paper on the organisation and structure for the new council.

5 Communications:

5.1 An updated communications strategy is attached at Appendix 2

5.2 Four pages of One Council information will soon be sent to all Wiltshire residents as part of Wiltshire Council's 'Wiltshire Magazine'. The next edition of the four page magazine pullout for all staff is also in production.

5.3 Coasters promoting the vision and values of the new council will be produced for staff and other stakeholders. These will be distributed at the staff Face2Face sessions, at the Parish Meet and Greet sessions and at roadshows.

5.4 Roadshows that will visit each community area are being planned for September 2008. The Transitional Communications team are in talks with GWR to create an effective campaign that will introduce Wiltshire Council and the changes that it will bring to residents. A further round of roadshows are planned for February 2009, when more detailed information will be given to residents.

5.5 The blueprint for the new council will be publicised and promoted to all stakeholders and a pull out poster will be produced as an aide memoir for those affected by the changes.

5.6 The Extranet has now been re-designed and launched to all staff. The site is much more user friendly now and it enables staff to interact on-line through the use of forums, polls and blogs. The same principles will now be applied to improve the public facing website 'onecouncilforwiltshire.co.uk'.

5.7 Members have been asked to contact the Transisional Communications Team if they would like to discuss the content and layout of the one council website. Please contact Cath Hasted or Claire Adams on 01225 713664.

6 Risk Management:

6.1 An updated table of high level programme risks are attached at Appendix 3**.** Risks have been 'scored' using assessment *Impact* and *Likelihood* matrices. The total score is calculated by multiplying I (impact) and L (Likelihood), the higher the score the greater the perceived risk.

6.2 The programme is using the Risk Management approach adopted by the County Council. More detail of this approach can be made available to the board on request. However below is a brief a summary of the main points.

6.3 **Risk Identification:** The critical risks attached are a product of a number of workshops at both a programme and workstream level. These workshops have also identified many more risks of varying levels of criticality. These are being captured on a single risk management database (this database will be accessible to both members and staff by the 11th April)

6.4 **Accountability:** The type and level of risk will determine where it sits i.e. at a programme, workstream or project level. The programme office is ultimately responsible for ensuring that the risk management approach is applied effectively.

6.5 Every risk will be assigned an owner i.e. a group (this can include the IE) or individual who are/is responsible for ensuring that the risk is managed effectively. This will include making certain that the risk is escalated 'up the line' if it is deemed that its impact and likelihood have significantly increased and therefore offers a greater threat to the programme.

6.6 **Monitoring**: Critical risks at a programme and workstream level will be subject to regular fortnightly reports to the programme office. All other risks will be actively reviewed and the risk register updated to reflect any changes.

6.7 The programme office manager has met with Councillor Chris Caswill (NWDC) a member of the JOSTB to discuss the risk management approach. It was agreed that Councillor Caswill would be regularly updated on events as they occur. In this initial meeting his particular focus was on Staff retention and ICT

7 Benefit Realisation

7.1 Benefits realisation and the delivery of financial savings are fundamental objectives of the one council programme. The savings in the submission total over £18 million per annum being achieved by 2012-13, and there will have been many changes in services, costs and budgets since then.

7.2 Being clear about the level of savings and the related service delivery and performance outcomes are key to decision making on service solutions.

7.3 Presenting the facts and the business case to stakeholder groups and ensuring that the costs and savings are embedded in the budget planning process for 2009-10 and beyond are essential outcomes for each project area.

7.4 A number of workshops are being planned which aim to introduce the approach to the development of business cases and how to manage the integration to the 2009-10 budget.

7.5 The major milestone in this process is August 2008 where services will be required to have produced robust business cases in order that the 2009/2010 budget can be accurately built

7.6 It is intended to bring a more detailed report on benefit realisation to the IE in May

8 Human Resources

8.1 Focus at present is on the recruitment process for senior management positions (who it is hoped will be in post by June 2008). This item is covered in more detail by a separate agenda item.

8.2 Work is being carried out to collate a comprehensive and accurate list of the total staffing establishment. This is particularly important in ensuring that we are able to communicate to all staff

'what their job is, where it is and who their line manager is'

8.3 Increasing uncertainty about timing and content of Staffing Regulations and impact upon structure/severance/appointment processes. Which will be ongoing until the publication of the Staffing Regulations (now expected in May).

8.4 Ongoing work being undertaken on issue of harmonisation of terms and conditions. This is likely to present a major challenge for the new authority as not all districts will have implemented single status by April 2009

9 Frontline Services

9.1 Currently working on review of potential governance arrangements for Development Control. We are also working along the CL&G Workstream to identify which frontline services maybe by Town & Parish Councils

9.2 Additional work is underway on Planning services with Overview & Scrutiny Planning Task Group. Update papers have been produced for members setting out the current service position and proposals for looking at key issues including the governance arrangements, scheme of delegation and producing a Core Strategy for Wiltshire.

9.3 There is increasing interest from members in the work of the FLS workstream. This is to be expected, but needs to be managed and built into appropriate consultation/engagement and key stages. This will be reviewed by each Service Area Project to identify when suitable workshops/consultation with members could take place.

10 Resources:

10.1 The focus recently has been on determining those services which may benefit from moving towards a single management structure prior to April 2009. The vast majority of services have indicated that they would see this as the preferred option.

10.2 Consideration is also being given to the governance relationship between this workstream and BMP as they both cover HR, Payroll, Procurement and Finance functions. Therefore it would seem sensible that governance and management arrangements were either integrated or at the least have strong and coherent links

10.3 Headlines

10.3.1 Wiltshire Strategic Board agreed a new LSP and partnership structure on 17th March. The new Policy and Research Service will need to be involved in supporting this new structure.

10.3.2 Arrangements for elections on course, currently procuring new elections system

11 Community Leadership and Governance

11.1 Workstream PID now finalised and submitted to IE Report submitted to IE with CL&G. Report well received and proposals agreed in full. Targetting

of Development Phase agreed for Calne, Chippenham, Corsham, Malmesbury, Wootton Bassett &, Pewsey, Tidworth, Amesbury, Salisbury City, Tisbury, Trowbridge and Warminster

11.2 Deadline now closed for secondment applications for team of 10 Project Managers and Team Leader to deliver Community Board Development Phase; interviews to be held early/ mid April

11.3 The Boundary Review proposals are now out for consultation with all District, Town and Parish Councils. The Boundary Review Working Party will meet again on 3 April and proposals will be agreed at full County Council on 18 April.

11.4 Details agreed for the inaugural meeting of the CL&G Reference Group

12 Business Management Programme

12.1 The project has now moved to the implementation phase, PID (SAP Project Charter) will be developed during project preparation in March 08. Draft to be available 02/04/08.

12.2 The current governance of this workstream is under review to ensure that the strong links with the Resources workstream are taken into account

12.3 8 launch events are being planned across the county along with blueprint workshops (defining what the system will do). These blueprint workshops will start in May

13 Customer Focus

13.1 Customer Focus and Access to Services are seen by political leaders and management teams as central to the new council; members are becoming engaged, in the form of WCC Cabinet and the joint scrutiny teams; it is increasingly clear about the likely shape of customer contact at 1/4/09 and progress is being made with at least some service teams over implementing customer focus.

13.2 Overall, there are strong reasons for satisfaction with this theme's progress to date. Building an informed consensus among the Customer Focus Board (CFB) has progressed ahead of the original expectations: we have a firm consensus regarding twenty key principles which underpin access to service and our model of: customer segmentation/services/ preferred channels, based on community research and customer insight.

13.3 **Next steps:** Complete baseline report and take to CFB on 7 April. Reference visits to East Riding, Leeds and Sheffield (3-4 April). Complete short pen-picture of Access to Service at 1 April 2009; take proposals for Access to Service at 1 April 2009 to CFB on 7 April. Define deliverables for May 2008, for sign-off by CFB on 7 April. Develop detailed plan to May 2008 and outline to October 2008.