

IMPLEMENTATION EXECUTIVE
22 May 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

- Wiltshire Council – What we will be like (to follow)
- Day 1 Plan
- Programme risk register (to follow)
- Draft Staffing Regulations and Guidance

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

GEORGE BATTEN
Programme Director

Author: Ian Cook

1. Action update from meeting held on 15th April 2008

No.	Action	Officer/s	Status
1	The Leader referred to an update report which had been prepared for the Parish and Town Council "Meet and Greet" sessions. This summarised the current thinking on community area boards and community area partnerships. The Leader asked that a copy be circulated to all District and County Councillors as soon as possible.	Niki Lewis	Information sent

2 Programme Planning

2.1 Moving from programme management to Service Director

Management: As the appointment of Directors and Service Directors commences, responsibility and accountability for delivering the objectives will transfer from the current workstream model – however work is required to ensure that this transition is effective and that enough supporting programme and project management remains in place to assist service directors in delivering the programme benefits. A report on this issue is planned to go to JIT in June.

2.2 Implementing the vision and values: A document entitled *Wiltshire Council – What will we be like?* Is currently reaching its final stages of production (a draft is attached Appendix 1).

2.3 It 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

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

2.5 There still remains some work to do, however ultimately this document will form the cornerstone of the communication and campaign strategy as we move towards April 2009

2.6 Members are invited to comment on its content and format, and note the seminar planned for June 26th in Devizes. The seminar will be one of many activities that will form part of the long term culture change programme

2.7 **Day 1 Transition Plan:** This plan (Appendix 2) identifies 150+ activities that need to be in place/complete by 01 April 09. They have been circulated to key officers for ratification/completion (although the areas of property, procurement and finance still require finalising).

2.8 They will now form the focus of the transition plan and will require regular updating by way of a monthly status report using the traditional RAG measure.

2.9 It is appreciated that at the present time they may not be an entirely comprehensive list, though it is envisaged that this master sheet will be

regularly updated to represent a progressively accurate reflection of the must do's for the new authority and the need to take any action against those areas that are showing the greatest level of concern

2.10 Single management structures: At the last IE it was resolved that

2.10.1 To delegate to the Chief Executive and Leader of the County Council, in agreement with the Heads of Paid Service and Leaders of the District Councils:

- *The power to establish single teams of staff employed by the County Council from among the staff of the five authorities.*
- *To agree the detailed basis upon which staff will transfer, subject to the proviso that staff will be treated as if TUPE applies.*

2.10.2 To agree that the issue be brought to the Implementation Executive for approval in the event of agreement not being reached at (3.3.1) above.

2.10.3 To delegate to the County Council Section 151 officer in consultation with the District Council S151 Officers the power to settle such financial arrangements as are necessary to give effect to such arrangements.

2.10.4 To request that the Joint Implementation Team keep under review the agreed arrangements to ensure that the service requirements of district councils are properly met and discharged before 1 April 2009

2.11 Since that time further work has been carried out and the following approach has been proposed to the JIT:

2.12 Unless there was to be an impact on service performance or on contractual, financial or personnel responsibilities, changes would be managed through the management of the amalgamated organisation. Except for these, changes would be notified, but would not be subject to further approval processes from the district management structures.

2.12.1 **Step 1** – The Implementation Team agree a business case and recommend its adoption by the CExs and Leaders of all councils

2.12.2 **Step 2** – A project plan and timetable is developed for the establishment of the new team. This will include

- Identification by each council of the members of the team
- Consultation with affected staff
- Identification and resolution of contract of employment issues
- The preparation of a job description for the Team Leader
- The appointment of the Team Leader
- The date when it is proposed the early amalgamation will take place

2.13 This project plan to be signed off by the Implementation Team prior to the advertisement of the position of Team Leader.

2.13.1 **Step 3** – The appointment of a team Leader and the settlement of the structure for the new Team

2.14 The Implementation Team has been asked to endorse the following protocol as providing an operational basis for these arrangements which seeks to protect the position of individual councils and meet the real concerns of staff.

2.14.1 **Management:** The new managers of the amalgamated teams on assuming responsibility will be required

- To discuss and record with the employing authority the key issues that arise for the employer as a result of the transfer of management control taking place
- To agree with the employee and the employer a written statement that takes account of the relative priorities and seeks to apportion the working hours to ensure that the needs of the employer, in running the current business can be accommodated
- To make recommendations, if appropriate, for resources to be made available to enable the employer to backfill, in whole or in part, to provide resources for the employer to meet its obligations to continue to deliver service up to 1 April 2009
- To ensure individual employees are properly rewarded, through the appropriate conditions of service for work undertaken in excess of that appropriate to their salary grade

2.14.2 **Employer:** The employer accepts that early amalgamations and the loss of management control over certain employees may cause pressures and conflicts of priority

2.14.3 It is essential that these pressures are managed through a dialogue with the appropriate manager of the amalgamated team and escalated (if necessary) via the Programme Board and Implementation Team.

2.15 District members and district senior officers clearly remain responsible for performance within their areas until April 2009. The proposals for early amalgamation will not negate these responsibilities. Local accountability will need to be maintained and this will be achieved by maintaining local leadership of services and creating a dual reporting process up until April 2009.

2.16 *The Programme Director will update members of the outcome of the JIT to be held on 16th May regarding these proposals.*

2.17 **Corporate Plan** The work on the Corporate Plan will be split into two parts;

2.17.1 Develop a corporate plan for the remaining year of this County Council. This will be based on

- the Local Agreement for Wiltshire and the LAA, which has been agreed with our partners

- the four cross-cutting plans for Assets (property), Workforce, ICT and the Medium Term Financial Strategy. These have been developed in draft and final versions will be submitted to JIT/IE in July following further consultation and co-ordination.
 - and the Implementation Plan for Once Council for Wiltshire.
- 3.4.2. Develop a Corporate Plan for the new Council based around the new Council's three goals identifying what it would look like if these goals were to be achieved. Keith Robinson will commission research work to take this forward

3 Governance arrangements:

- 3.1 **Overview and Scrutiny:** The Transition Board last met on 25 April at County Hall. It had a useful session with Jane Scott and George Batten in considering the second paper on the structure and organisation of the new council. The Board's main points were on the status and location of community leadership, leisure and parks, and young people. The future role of the Director of Public Health was also highlighted. These have been communicated to the Chief Executive. An informative demonstration with questions and answers on the One Council's new website and extranet was also given.
- 3.2 The work of the task groups (development control, waste, community area boards, customer access, and housing) has all started in earnest with detailed scoping, witness identification and early evidenced gathering. In particular the members' seminar held in Devizes on 24 April in respect of development control was discussed by the Board along with the approach adopted by the task group. A further seminar was now scheduled for 12 June with all elected members invited. An interim written report on waste was presented by Alan Hill NWDC, chairman of the task group with confirmation given by the Board to focus on scrutiny of the transition plan for the service.
- 3.3 A rapid scrutiny exercise involving 3 Board members was undertaken on the proposals for the procurement and implementation of the Wide Area Network. This was at the request of the Cabinet Member WCC who was being asked to sign a delegated decision. The outcome focused attention on the application of dark fibre links in the sewers and along railway lines, the intended contractual arrangements between the various partners, and the contingency arrangements bearing in mind the tight timetable. This has subsequently all been posted on the web.
- 3.4 The next meeting is scheduled for 30 May in Salisbury and, along with its standard progress items, attention will be given to the benefits realisation plan and updated transition plan.

4 Communications:

- 4.1 The re-design of the Extranet is proving successful. Hits are measured over two weekly periods and in the two weeks 23 April to 6 May there have been an extra 1,100 hits.

- 4.2 The public facing website www.onecouncilforwiltshire.co.uk is currently being re-designed. It will be re-launched in the next few weeks and the content will mirror that of the Extranet. Members were asked to feedback to the Transitional Communications Team about what they wanted to see on the website and their comments have been reflected in the new design.
- 4.3 Four pages of One Council information will soon be sent to all Wiltshire residents as part of Wiltshire Council's 'Wiltshire Magazine'. Articles include information about 'getting involved', with photographs of a Wiltshire family, so that we can tailor articles to reflect the needs of different generations.
- 4.4 A leaflet about Wiltshire Council is being produced for the Bath & West show. The leaflet explains the vision of the new council and details what will change and what will stay the same from April 1 2009.
- 4.5 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.
- 4.6 **Branding:** The existing Wiltshire County Council logo should be revised, ie. without the crest and the word 'county'. The strap-line will remain 'Improving life in Wiltshire'.
- 4.7 Communications will ensure this is communicated to staff, especially graphic designers within all five organisations, reminding officers to plan running down existing stocks of printed material and manage re-print in readiness for April 09.
- 4.8 **Brand implementation - what needs to change and when:** List of district & county properties and vehicles will be examined and a recommended list of assets will be produced that will require new branding ready for day one and a timetable of when the others should be changed.
- 4.9 Programme office has been tasked with costing these changes and communicating to service delivery managers when these changes need to be completed.
- 4.10 **Awareness campaign** A 'Wiltshire Council' awareness campaign has been agreed for go ahead in Feb 09.

5 Risk Management:

- 5.1 The risk register is attached at Appendix 3

6 Benefit Realisation

- 6.1 It is being proposed to JIT (May 16th) that Benefit Realisation is divided into two parts with a different method for each.

- 6.2 **Part 1 – Service Transition to 1.4.09:** Work stream leaders and service leads (Service Directors when appointed) working within the One Council Programme should focus their efforts in getting to Vesting Day with a single service operating to at least current levels of service performance.
- 6.3 This transition has to be achieved within the constraints posed by the 2009/10 budget as driven by the Medium Term Financial Strategy (MTFS). This in itself this will be a significant task for the teams and will require the development of operational business plans for day one. The Benefit Realisation team will develop these plans *with* the services associated with this activity, and another key role of the BR team, will be to support the service areas in developing their financial baseline (agreed as 2007/08).
- 6.4 This financial information, along with robust HR and performance data will be incorporated into the developing service areas PiDs. This portfolio of information will be made available to the service directors in order that they can assess the baseline against the original savings targets and consider the following questions:
- What are the implications of the baseline data and the original savings targets?
 - Are there further opportunities to realise savings/improve performance?
 - Which are the early wins? i.e. those savings that can be realised in 2009/10 (*e.g rationalising of management structures, reduced audit costs, non filling of vacancies, reduced procurement costs etc*)
 - Is the service a candidate for a Systems Thinking (lean) Review?
- 7.5. The ultimate outcome of this review process will be a consolidated report to JIT which will include; what are the implications of baseline data with original savings targets, opportunity for any quick wins (with an associated cash figure), and proposals for a programme of System Thinking (lean) Reviews.
- 7.6. **Part 2 – Service Transformation beyond 1.4.09:** The JIT and the IE should identify the service priorities for transformation based on customer expectation, political consideration and ongoing budget risk.
- 7.7. Using these criteria, services such as planning, adult care, highways repair, affordable housing, housing benefits, street scene amongst others might be priority areas.
- 7.8. These services should be the first to undergo Systems Thinking (lean) reviews to redesign them against customer demand with a full understanding of current system capability (performance over time from a customer perspective). This programme will stretch out over the next three years and beyond.
- 7.9. These reviews should be led by the service teams (Service Directors when appointed) in conjunction with the Business Transformation (lean) and Benefits Realisation teams using proven systems thinking method (proven in seven County Council and West Wiltshire District Council

services and now being explored in Salisbury, North Wilts and Kennet DCs).

7.10. The outcome of the JIT discussions will be presented at the meeting

7 Human Resources (copy of DRAFT staffing regulations and guidance attached at Appendix 4)

- 7.1 Focus at present is on the recruitment process for Directors and Service Directors (subject of IE on the 7th May). For which papers have been previously circulated
- 7.2 Ongoing work being undertaken on issue of harmonisation of terms and conditions including costing models.
- 7.3 Single Statutory Staffing Procedures i.e. disciplinary, grievance and dismissal being developed.
- 7.4 Collection of staffing information across all 5 authorities to provide baseline data to service managers and staff contractual terms & conditions being assessed to inform TUPE implications.

8 Frontline Services

- 8.1 Currently working on Work continuing on drafting of the PID for each of the Service Area projects within the FLS Workstream This will form part of the Service Area PID's and the Business Case for each service will be drafted following advice and training workshops.
- 8.2 Currently working with O & S Task Group on planning to review Development Control – governance arrangements, scheme of delegation and consultation. Also working along the Governance & Communities Workstream to identify, how frontline services would be shaped to work with Area Boards and which services could potentially be delegated to Town & Parish Councils.
- 8.3 Workshops to scope and produce framework for each service area complete apart from Transport and Highways and Economic Dev/ Regeneration and Tourism (both scheduled). Project brief, PID and project plans are being developed currently with completion by the end of May. FLS PID and Project plan and will set out what needs to be done by when including key decisions, which will need to be taken and monitored regularly by the FLS Board
- 8.4 FLS Project Plan continuing to be developed for the workstream. This will be monitored by the FLS Board. The Plan will include what has to be done by 1 April (first draft produced) to ensure a seamless transition of services for all service users.
- 8.5 Additional work is underway on Planning with Overview & Scrutiny Planning Task Group. Members' seminar took place on 24 April. All feedback from the workshops will be circulated to all members to invite additional comments and views. O & S will start to shape options for future service delivery. A seminar to present options to all members is

being planned for early June. O & S final recommendations will go to the O & S Transition Board and IE in June.

- 8.6 The DCLG has advised that a LDS is required for Wiltshire (the new council) to be signed off by GOSW in Sept.08. A project plan to deliver to this deadline has been drafted.

9 Community Leadership and Governance

- 9.1 The Reference Group held its first meeting on 24 April. This was attended by elected members from the 5 councils together with reps from the Wiltshire Association of Local Councils, the Wiltshire Forum of Community Area Partnerships and the Wiltshire and Swindon Infrastructure Consortium. The group was keen to call in other key partners such as the Police and Health services for future meetings.
- 9.2 The Reference Group met the Project Board; considered its terms of reference; received an overview of the Workstream; and gave preliminary feedback on the work to date. For the next meeting, and to help direct the future work of the Group, an updated Workstream project plan is to be produced with key delivery milestones.
- 9.3 The Scrutiny Task Group looking at Community Area Boards has had its first scoping meeting where it received an overview of the work undertaken to date. No firm decisions have been taken as yet on a work programme for the Task Group.
- 9.4 Programme of Parish 'Meet and Greet' events delivered in Trowbridge, Devizes, Salisbury and Marlborough.
- 9.5 Steve Milton appointed to the post of Team Leader to deliver the Community Board Development Phase; 12 Project Managers also appointed – Caroline Brailey, Mary Cullen, Katherine Dew, Mariana Dodd, Peter Dunford, Miranda Gilmour, Helen Kreizman, Shelley Parker, Val Powley, Dave Roberts, Jane Vaughan, Vicky Welsh – to lead the work in the target areas.
- 9.6 The Boundary Review proposals were agreed at full County Council on 18 April and have now been submitted to the Boundary Committee.
- 9.7 A Member Learning and Development Programme is being developed; funding has been secured from the Wiltshire Improvement Partnership and the IDeA

10 Business Management Programme/Shared Service Team

- 10.1 The project has now moved to the implementation phase, PID (SAP Project Charter) will be developed during project preparation in March/April 08. Baselining work commenced. The scope of the Shared Service Team (SST) has also been agreed
- 10.2 *Both BMP and SST will be the focus of the briefing session at 3.00pm where more information will be made available*

11 Customer Focus

- 11.1 Customer Focus and Access to Services Customer Focus and Access to Services continues to be high on the agenda for political leaders and management teams. Discussions on these topics have continued with members, including Joint Overview and Scrutiny; WCC's CLT discussed Customer Focus and Access to Services at their away-day on 2 May. They will be further discussed at the CO/AD meeting on 16 May, and the Members' seminar on 22 May.
- 11.2 The baseline report by CDW Customer Focus and Access to Services has been well received. A discussion draft Access to Services Strategy has been sent to the Customer Focus Board and to the CO/AD participants. A revised version will go to CLT and Joint Overview and Scrutiny in early June and, subject to satisfactory progress, to the Implementation Executive on 17 June.
- 11.3 In parallel, the Customer Focus Lead is developing the implementation plan to April 2009, including team composition, resource requirements, and anticipated benefits.