IMPLEMENTATION EXECUTIVE
17 June 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

GEORGE BATTEN
Programme Director

Author: Ian Cook

1. Action update from meeting held on 22nd May 2008

No.	Action	Officer/s	Status
1	Salisbury Vision - To agree that this matter be brought back to the next ordinary meeting to enable a full discussion to be had.	John Quinton	On agenda
2	To establish a group of members to oversee the budget process.	Sandra Farrington	Being set up

2 Programme Office

2.1 **Migration from workstream management to Corporate and Service Director Management:** A report went to JIT on the 5th June regarding this issue. It outlined the key principles that need to underpin the migration (see below).

- Create a governance structure that is fit for purpose and sustainable post April 2009

- Transfer the responsibility of current workstream activity to directorates and service directorates

- Ensure that, on appointment, Directors (Dir's) and Service Directors (SD) take responsibility for transition and transformation activity

- Manage this work through Directorate 'change' boards and Programme Boards (Customer Focus, WOW and Cultural Change and Organisational Development)

- Ensure that Dir's and SD's have the necessary support (Programme and Project Management, HR, Finance, Benefit Realisation, ICT, Property and Communications) to deliver their respective programme's of activity

- Retain an appropriate level of district council representation at JIT, Transition Board and Service level

- Offer increased opportunity for members to be involved at 'board' level

- Maintain the visibility of the programme i.e. to ensure that agreed objectives are met and benefits realised

2.2 A further report, with recommendations, will go to the next JIT in July

2.3 **Rebranding:** Developing cost options for July IE meeting, will need a number of policy decisions made relating to; strapline, re-spray of fleet and wording convention on signs.

2.4 **Single management structures**: Final business cases, implementation plan and proposed structure for *ICT, Elections, Procurement*, - to be completed by the JIT on 7th July

2.5 Final business cases, implementation plan and proposed structures for *Customer Care, Communications, Legal, Learning and Development*

Occupational Health, Spatial Planning and Building Control completed by the JIT on 14th July

2.6   It would be expected that a view on each service area had been reached by the respective CEx's/Head of Paid Service and Leaders before the JIT met. The JIT would then either fully endorse the proposals (if all supported), recommend further work (if felt cases were incomplete) or if not unanimously supported, escalate to IE for final decision

* The order of play is subject to change depending on progress made in developing the case for each service area

3   Governance arrangements:

3.1   **Overview and Scrutiny:** The Transition Board last met on 30 May at City Hall, Salisbury. Christine Reid replaced Chris Caswill as NWDC's representative and Jonathan Seed replaced Clyde Hoddinott as KDC's representative. The Board considered the latest updates from the work of the Implementation Executive, and particularly focussed on the realisation of benefits and the Day One Plan. Members were concerned about maintaining service standards, particularly at District level where staff shortages were having an impact.

3.2   All but one of the five Task Groups (Development Control, Waste, Community Area Boards, Customer Access and Housing) have produced interim written reports. The Housing Task Group has not produced a report yet. The interim report on Development Control was presented by Fred Westmoreland SDC, Chairman of the Task Group, with the Board encouraging further scrutiny of areas including governance and the use of ICT for planning across the county. The Task Group is holding a members' seminar on 12 June to which all members from across the county have been invited to discuss draft proposals.

3.3   The interim report on Community Area Boards was introduced by Mike Hewitt SDC, Chairman of the Task Group, and the Board identified several potential risks in the process of setting up the Community Area Boards, including the support for those areas not included as pilots and delegation and resource levels.

3.4   A third interim report on Customer Access was introduced by Julia Densham, supporting officer from NWDC, in the absence of the Chairman. The Board welcomed the strong working relationship between customer services managers across the authorities and emphasised the importance of the delivery of the WAN and telephony services, as well as the improvement of the reception area at County Hall as major contributing factors.

3.5   Furthermore, the Board agreed an approach on how to develop the Overview and Scrutiny arrangements for the new council. It is intended that the work on this will start in earnest in the autumn, including external assessment and support.

3.6   The next meeting is scheduled for 27 June at NWDC.

4   Communications:

4.1   Use of the Extranet continues grow. The discussion forum has also become a very useful tool and has stimulated debate amongst staff from the five councils.

4.2   Lucy Chivers, Transitional PR Officer, attended the Bath and West show and met with members of the public to find out their opinions about the move to One Council. Lucy will put together a report which will be available from the Programme Office in two weeks.

4.3   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.

4.4   A four page One Council supplement will be sent to staff across the five councils later this month and a four page One Council supplement will feature in the forthcoming edition of Wiltshire Magazine.

4.5   Plans for the One Council roadshow are now in discussion. Originally the roadshow planned to use a mobile unit to visit towns across Wiltshire. The timescale has now changed, in order to ensure that there is siginificant One Council information for the public when the roadshows run.

4.6   The roadshow will utilise buildings that will become Wiltshire Council assets in 2009. Namely; libraries, leisure centres, the history centre, head offices etc. This will give us an opportunity to showcase our facilities, to raise awareness of our services. A full programme of roadshow visits will be produced during the summer

5   Risk Management:

5.1   *An updated risk register will be tabled at the meeting*

6   Benefit Realisation

6.1   Over the last three weeks, Benefits Realisation meetings have taken place between Tim Cooper, Corporate Programme Office, Garry Flashman, Corporate Finance Office and Leads from the Service Areas. These meetings and future related meetings are seen as crucial if a culture of Benefits Realisation built on trust, understanding and engagement is to succeed and cost savings and the related benefits are to accrue

6.2   The majority of first round meetings had taken place by 5 June 2008. Meeting notes have been taken and the Service area can review and comment on them as required. Follow up meetings are scheduled later in June and July and are planned to continue through the year as Benefits Realisation begins to embed itself within the organisation.

6.3   A report will be prepared towards the end of June comparing the current view on savings with the LGR savings. The intention is to present the

savings by Corporate Service Directorate and by related Service Area. The document will continue to be updated in the coming months and will evolve from its current status of savings based on reasonable assumptions to definite savings subject to approval and signed off to proceed.

7   Human Resources

7.1   The DCLG Staffing Regulations have been signed and laid before Parliament. Effects expected to be implemented from Saturday 28 June 2008. District staff will TUPE across to Wiltshire Council from April 2009.

7.2   Service reviews underway, some services will not be reviewed until post Vesting Day (ie 1 April 2009).

7.3   Statutory procedures eg disciplinary/grievance and dismissal, being developed with the aim of having single procedures from Vesting Day onwards.

7.4   Staffing information from all 5 authorities being collated. Will be distributed to Corporate Directors, in June, to aid service redesign.

7.5   Preparation of terms and conditions harmonisation exercise has commenced including assessment of what each authority has currently and some cost modelling for potential changes.

7.6   Preparation of support package for staff during LGR.

7.7   Consultation upon severance package is underway. Implementation Executive has encouraged a single severance package to be adopted across all 5 authorities.

7.8   In preparation to moving to a single, Wiltshire Council in April 2009, Human Resources (HR) departments in the county council and district councils have been collecting information about the jobs which employees currently perform. The reason for this exercise is to enable each employee to check that the information provided by their organisation is correct. This will be important when structures have been developed, an appointment process agreed and staff appointed to posts within that new structures.

8   Frontline Services

8.1   First Draft PIDs for all Project Areas under Frontline Services have been completed and an overall report has been drafted for circulation and tabled for sign-off at the FLS Board meeting 9 June. This forms part of the Service Area PIDs. Business Cases for individual services will be finalised following advice and training workshops and more financial information; Groups are anxious to have baseline details as these are generally the key to analysing savings.

8.2   Working with the Community Leadership and Governance Workstream to identify and highlight frontline services which could be delivered via Area Boards and/or Town & Parish Councils. Lead Officers are to attend workshops in June. There is concern that all options are considered when

decisions are made. This is of particular relevance in Salisbury, where whole services may transfer to the new Parish Council.

Headlines

8.3 **Economic Development Regeneration and Tourism:** The proposal to develop Tourism as an ETO. It was agreed at the last EDRT Task & Finish Group meeting that it should be considered at the Tourism Board meeting in June, and must be subject to HR screening and formal consultation with staff in advance of it going to JIT in July. AC to update the group on progress at the next meeting.

8.4 A Regeneration workshop has been organised for 12 June at the Corn Exchange in Devizes. It aims to engage the relevant interfaces (i.e. Regeneration, Street Scene, Forward Planning, Community Safety, Planning, Community Planning, Housing Enablement etc) in the development of the new service.

8.5 **Building Control:** Managers and BC lean systems team met 21 May to agree method of implementation of lean systems and new ways of working throughout Wiltshire. A four week trial starts on 2 June of elements of new system of work in all districts.

8.6 Existing BC managers are meeting weekly to review progress and are currently shaping a proposal for the structure of the new BC service. The first regular BC newsletter will be issued week commencing 2 June and also placed on SharePoint and the Extranet site, with a link from the FLS front page.

8.7 **Cultural Services** work area has been divided into six key subgroups – Arts; Built Facilities; Public Open Spaces; Sports and Health Development; Young Peoples Facilities and Heritage and representation from County Council confirmed for all areas.

9. **Resources:**

9.1. **Democratic Services:** Productive and positive cross county democratic services away morning on 27 May at which the service redesign teams of Member support, Scrutiny and Committee Administration worked through a number of transition projects.

9.2. **Finance**: The finance teams have all been focusing on accounts closure and supporting the BMP project. As the BMP project expands and blueprinting is extended many of the integration issues will be "solutioned" into SAP. New coding structures and identifying mapping for these is beginning, and vendor cleansing and migration will be reviewed shortly.

9.3. **Policy & Research:** Keith Robinson issued a paper on 29.05.08 setting out his final draft proposals for the formation of a Policy, Research and Communications Unit under a new Policy and Communications Service Director, within the Chief Executive's Office. The proposal included the amalgamation within the new Chief Executive's Office Unit of the Wiltshire County Council Development Services Research and Consultation Team, and the Economic Intelligence Research Team within the Environmental Services Department

10. **Community Leadership and Governance**

10.1. Project PIDs being finalised for each area within the Community Area Board Development Phase.

10.2. On04/06/08 Joint Scrutiny Task Group met on 23 May to consider an update on the Area Boards Development Phase; an evaluation study of Community Area Partnerships; the potential for participatory budgeting; and an outline 'Rule Book' for the constitution and operation of Area Boards

10.3. Area Board Development Team and Leader 'operational' as of 2 June 2008. Initial project planning underway and key stakeholders being engaged.

10.4. Frontline Service Workshops now being rolled out, the first in Chippenham on 04/06/08, to facilitate a dialogue between frontline service managers from the county and district councils and from other public service providers – police, health, fire etc. – on local area working and future relationships with the Area Boards.

10.5. **Boundary Review:** Representatives of the Boundary Review Working Party met with members of the Boundary Committee on 13 May to clarify some issues around our justification for a Council size of 98. All parties agreed that this was a very useful meeting.

10.6. Subsequent requests have been received for further information and clarity on several issues but in particular on:

- composition and role of area boards
- devolution of powers to area boards and parish and town councils
- functions and responsibilities of unitary councillors within this framework

10.7. The Boundary Committee met again on 27 May and we are at the time of writing still awaiting their formal response. We do know however that officers of the Boundary Committee are already working on the detail of the submission as we are responding to requests for further details.

10.8. **Member Development and Induction:**It is early days for this part of the project as the bulk of the work will take place later in the year. However preparation and planning has started with a detailed timeline being prepared, a bid for the use of a graduate from within the NDGP scheme is being prepared to assist with the preparation of the detailed programme and associated awareness raising sessions.

10.9. Also planning has started for the Unitary Councillor launch day during local democracy week (13 - 17 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.

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

11.1. The collection of the baseline data is nearly complete. The baseline data identifies the common tasks undertaken in each service area and provides the information which will help decide which roles will be included in the Shared Service Team and what levels of training will be required for the new SAP application. There are still some gaps in the data and further meetings with service areas are scheduled to enable this to be signed off by 20th June 2008.

11.2. The transformation team network, which includes change champions and change agents within each department and district council, are now in place with the exception of Kennet District Council. The change champions and agents have a vital role in helping to ensure a smooth implementation within their service areas and have been given the task to draw up a service area implementation plan (SAIP). Three of the eight plans have now been received.

11.3. The Blueprint workshops which decide the business processes needed for the SAP application are still ongoing and members of the transformation team are attending each workshop and logging any issues that arise.

11.4. Jacqui White has proposed a phasing process for the scope of the Shared Service Team and Logica are calculating how this may affect the benefits originally predicted

12. **Customer Focus**

12.1. During the last four weeks, the draft Customer Access to Services Strategy has been reviewed and discussed at the Customer Focus Board, the County Council's CLT, the Chief Officers/Assistant Directors Meeting (including DC CE's and Corporate Directors), at Joint Overview and Scrutiny Task Group, and at a Members' Seminar. The discussions have resulted in an increased collective understanding of the Customer Access to Services Strategy among senior stakeholders, and have also identified improvements which have been incorporated into the latest version, which will be on the IE Agenda on 17 June.

12.2. In parallel, the Customer Focus Lead is developing the implementation plan to May 2009, including work parcels, team composition, resource requirements, and anticipated benefits. A first draft PID which summarises these will go to the Customer Focus Board on 12 May.