

SHADOW EXECUTIVE
5 AUGUST 2008

SUBJECT	Implementation Plan Monitoring Report To report on overall progress following the adoption of the Implementation Plan by Shadow Executive on 10 June 2008.
REPORT OF	Officer Programme Board
<i>Contact Officer: Simon Redmore (01462 611255)</i>	

IMPLICATIONS

SUSTAINABILITY	None arising from this report
FINANCIAL	As at 17 July £1.65m has been committed against the transitional budget of £18.2m.
LEGAL	The Shadow Authority is required by the Implementation Order to prepare, keep under review, and revise as necessary, an Implementation Plan.
PERSONNEL/EQUAL OPPORTUNITIES	None arising from this report
COMMUNITY DEVELOPMENT/SAFETY	None arising from this report
TRADES UNIONS	None arising from this report
HUMAN RIGHTS	None arising from this report
KEY ISSUE	No
BUDGET/POLICY FRAMEWORK	No

OTHER DOCUMENTS RELEVANT TO REPORT
“Implementation Plan and Risk Analysis”, Item L2, Shadow Executive, 10 June 2008

RECOMMENDATION:	
<p>That the monitoring report due to be submitted to the meeting of the Shadow Executive on 2 September quantifies the implications of a different approach between the emerging unitary authorities regarding enterprise resource planning software.</p>	
<i>Reason for Recommendation:</i>	<i>So that Shadow Executive can monitor progress and comply with the requirement of the Implementation Order regarding the need to maintain an implementation plan.</i>

Background

1. The meeting of the Shadow Executive on 10 June adopted and agreed to keep under review the Implementation Plan for the creation of Central Bedfordshire. Since that time the Officer Programme Board has reviewed the plan weekly and the latest update has been posted on the Central Bedfordshire website.
2. The Implementation Plan has also been used at the monthly meeting with DCLG officials to report on progress. During the summer the Audit Commission is due to work with officers to assess preparations for Central Bedfordshire and the Implementation Plan will be central to that work.
3. The Shadow Scrutiny Committee is due to meet on 4 September and officers intend presenting a report to that Committee commenting on progress against the Plan. Portfolio holders have been requested to attend that meeting in order to set out their views on progress and to answer questions.
4. The Implementation Plan focuses on key milestones. Beneath this level of planning is a much more detailed Gantt chart itemising all the tasks for each workstream within the programme. The detailed Gantt chart is at an early stage of development. It will require close attention to detail to ensure that dependencies are identified and that progress within individual workstreams is on track.

Overall Progress and Variances

5. A copy of the latest Implementation Plan is at Appendix “A” and shows which targets are completed, on track, at risk, or delayed. A summary progress report on the overall programme is at Appendix “B”.
6. The current position regarding exceptions shown on the plan is as follows:

Milestone	Proposed Action
Line 23 – project initiation documents (PIDs)	All PIDs have now been concluded with the exception of the one for Social Care, Health and Housing which is in draft at the time of writing this report. An oral update will be given at the meeting.
Line 43 – approve people management protocol	The draft protocol is currently the subject of consultation. An oral update will be given at the meeting.
Line 45 – new detailed employee structure agreed	Work has started on the detailed structure. The most challenging element is the disaggregation of County Council staff. Completion is now expected in early September.

7. There are three additional points to bring to Members' attention.
8. First, it was previously intended to bring an interim accommodation strategy to this meeting of the Shadow Executive. Work is progressing but is not yet sufficiently advanced to be the subject of a report. At the time of writing consultants were due to present a range of ideas to the Corporate Resources TTF on 30 July. The work includes not just physical premises but also ways of working such as "hot desking" and remote working which will be key to the new authority.
9. The second concerns the significant consequences for Central Bedfordshire of a possible decision by Bedford Borough Council regarding Bedfordshire County Council's enterprise resource planning software, SAP. The software is central to running financial management, HR, payroll and procurement. It also has critical links to other software such as SWIFT that manages social services cases. Working with the Portfolio Holder and the Corporate Resources TTF, officers here have concluded that SAP should be retained for Central Bedfordshire. Until 21 July your officers understood that the Borough would reach a similar conclusion. At the time of writing, Borough officers are due to report to Bedford's Implementation Executive, also due to meet on 5 August, that an alternative product should be used. This has significant implications for data disaggregation that would not arise had both unitary councils used SAP. Officers are in the process of assessing these implications that will impact on both time and cost for work on Central Bedfordshire. Conclusions regarding the use of SAP for Central Bedfordshire stand, irrespective of decisions in Bedford Borough.
10. The third point concerns progress on business plans. All the business plans have been submitted as a first draft and the process is on track. The plans are at this stage very draft and have gaps, particularly with regard to staffing structures and gross budgets, which are being developed by officers in parallel. This information is needed urgently to facilitate the assimilation/TUPE process and is now our top priority. But the plans are a useful first draft and reveal areas where thinking needs co-ordination across directorates to ensure areas like "consultation", "community engagement", "locality" and "performance" are not duplicated between the centre and the directorates.
11. Many of the plans have incorporated existing plans, policies, indicators and ways of working (whether from the districts or the County) and the innovation, flagship character of the bid is not yet coming through. Officers will need to focus their redrafts on specifying how the plans will support the delivery of the corporate vision and strategic priorities reported elsewhere on this agenda.
12. Officers are also keen that the business plans, from the start, take a critical look at existing structures, budgets and outputs and develop an innovative approach to service delivery. This should not only reflect the ambitions of the new authority but also take full advantage of the synergies, savings and

opportunities for new thinking that can be achieved through the joining of three authorities. If these opportunities are not taken in the first instance, then it will be more difficult in the future to be innovative and achieve efficiency savings.

Expenditure on Creating Central Bedfordshire

13. All expenditure on the transition to Central Bedfordshire is managed centrally. The table below shows the transitional budget breakdown included in the December 2007 submission and commitments to date against that budget. There is a notional overspend on change management (which includes the external resources that have been brought in). Officers would expect there to be movement between the expenditure items as work progresses and will be mindful of the overall budget envelope.

Budget Monitoring to 17 July 2008 (Against Transitional Budget)

Budget £m	Element	Committed to 31/03/09	Budget Remaining
0.50	Accommodation	2,115	497,885
0.90	Change Management	1,252,167	(cr) 352,167
0.10	Miscellaneous	1,404	98,596
0.70	Contract Novation	0	700,000
4.80	I.T.	109,198	4,690,802
0.50	Training	0	500,000
0.20	Communications / Branding	0	200,000
0.70	Elections / Democracy	37,747	662,253
0.30	Recruitment	250,000	50,000
0.60	Relocation	0	600,000
5.20	Early Retirement	0	5,200,000
2.20	Redundancy	0	2,200,000
1.50	Closedown	0	1,500,000
18.20		1,652,631	16,547,369

Background Papers: None specific

Location of Papers: Deputy Chief Executive's office, Priory House, Shefford.

File Reference: CG3