

<b>SHADOW EXECUTIVE</b>
<b>17 February 2009</b>

<b>SUBJECT</b>	<b>Creating Central Bedfordshire – Progress Report</b>  To report on overall progress following the adoption of the Implementation Plan by Shadow Executive on 10 June 2008.
<b>REPORT OF</b>	<b>Programme Management Office</b>
<i>Contact Officer: Simon Redmore (01462 611255)</i>	

**IMPLICATIONS**

<b>SUSTAINABILITY</b>	None arising from this report
<b>FINANCIAL</b>	As at 28 January £8.6m had been spent or committed against the revised transition budget of £19.9m.
<b>LEGAL</b>	The Shadow Authority is required by the Structural Changes Order to prepare, keep under review and revise as necessary an Implementation Plan.
<b>PERSONNEL/EQUAL OPPORTUNITIES</b>	None arising from this report
<b>COMMUNITY DEVELOPMENT/SAFETY</b>	None arising from this report
<b>TRADES UNIONS</b>	None arising from this report
<b>HUMAN RIGHTS</b>	None arising from this report
<b>KEY ISSUE</b>	No
<b>BUDGET/POLICY FRAMEWORK</b>	No

<b>OTHER DOCUMENTS RELEVANT TO REPORT</b>
1. “Creating Central Bedfordshire Implementation Strategy”, Item 3, Shadow Executive 10 April 2008.
2. “Implementation Plan and Risk Analysis”, Item L2, Shadow Executive 10 June 2008.
3. “Central Bedfordshire Strategic Plan”, Item L1, Shadow Executive 2 September 2008.

<b>RECOMMENDATION:</b>
<p><b>That a further report be made to the next meeting of the Shadow Executive</b></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 to deliver the new unitary authority.</i>

**Introduction**

1. This is the ninth progress report to Shadow Executive since the Implementation Plan was agreed at the meeting on 10 June 2008.

2. The enhanced programme management regime introduced at the beginning of January has bedded down well; programme managers are now co-ordinating and chasing progress in each Directorate and the Programme Management Office is able to work on key issues and highlight points of concern to the Management Team. Since the third week in January the arrangements have been further improved in the following ways:
  - senior officers from Bedfordshire County Council are now part of the Central Beds Management Team meetings when it meets as the Programme Board;
  - the County Council has begun preparing an issues register listing matters where it requires information or comfort that preparations to continue its current services are well in hand. Officers from the two councils are meeting three times a week to progress and resolve these matters;
  - once a week there is a meeting of officer representatives from Central Beds, the County Council and Bedford Borough to make sure that plans are aligned and questions resolved.
  
3. The CLG stock-take scheduled for 3 February was postponed at the CLG's request due to the weather conditions at the time. The purpose of the stock-take is for CLG officials to consider our preparatory work to create the new council and raise any matters arising with the Minister. An oral update will be given at the meeting.

### **Key Issues**

4. Overall there is considerable progress in every area, with ways forward identified in the most challenging work-streams. Communication issues continue to prevail and at the time of writing, the Leader and Chief Executive have just completed a series of road-shows to keep staff informed and answer questions. It is intended that final service delivery issues will be the subject of communication with residents no later than 28 February.
  
5. Summary updates on variances to the plan are covered in the update on the Implementation Plan below. The most significant issues which officers are currently focussing on are:
  
6. *Staff.* Issues with morale and uncertainty over staff futures continue. All directorate structures are now complete. All heads of service have been appointed and all third tier appointments should be completed by mid-February. Indicative mapping to the staff structures is almost complete and most staff will be mapped to a role that is either identical or very similar to their existing role. It is expected that overall there will be fewer than 100 redundancies and this will only be known after all opportunities for redeployment have been considered. The picture for staff is therefore becoming clearer but until these matters are settled and accommodation resolved, it is inevitable that morale will be affected. Internal communications arrangements are intended to address staff's natural concerns.

7. *Payroll.* At the time of writing, information has just been received from Bedford Borough regarding Mid Beds staff payroll details (the Borough has managed Mid Beds' payroll under contract for some years). Checks have confirmed that what has been provided is what was requested. Delays in the availability of this information has delayed carrying out a parallel payroll run to ensure that all the data are correct before the system goes live in April. One parallel run will now be achieved and an oral update will be given at the meeting.
8. *Physical presence in County Hall.* Work is underway to set up office space in County Hall for senior Central Beds officers. It is intended that this will give Central Beds a higher profile for staff currently with the County Council who will be transferring to Central Beds.
9. *SAP (finance, HR, payroll).* There is now a greater understanding of the key risk areas. Officer governance arrangements are in place focussing on business readiness. The timescales remain very tight which is why this work-stream is still considered to be significant but confidence levels are increasing that the right steps are in hand.
10. *Shared services.* A table summarising work on service level agreements is in preparation and will be circulated nearer to the date of this meeting of the Shadow Executive. At the time of writing the work was behind schedule due to the volume and complexity of the services under consideration. Once compiled the table will comprise **Appendix A** to this report.
11. *Contact centre.* Time is tight but the current expectation is that the new Cisco telephony system will be purchased and installed in time for the contact centre to be tested and live on vesting day. At the time of writing officers are pushing hard to ensure that procurement of the telephony goes out by 6 February in order to ensure this plan is viable. However, the contact centre delivery also has an agreed and adequate contingency plan, so that if the purchase and installation of the new telephony system is subject to delay, customers and members of staff will not be disadvantaged on day 1. An oral update will be given at the meeting.

### **Implementation Plan**

12. A copy of the latest Implementation Plan is at **Appendix B**. It shows which targets are completed, on track, at risk, or delayed.
13. Since the last meeting of Shadow Executive, the Implementation Plan has been amended so that it is aligned to the more detailed Key Transition Milestone Plan (KTMP). The KTMP was displayed at the last meeting and Members may recall that this plan was produced as a result of the intensive planning exercise carried out in December. Black and white copies of the KTMP have been put on display throughout County, Mid and South Beds offices so that staff can see the various elements of the work in progress and planned.

14. Changes to the Implementation Plan since the last version which was reported to Members are:

Line 3 - constitution	New entries in March and April covering Member development and council induction.
Line 9 – equalities and diversity strategy	Position statement moved from January to April.
Line 12 - elections	New entry in February covering a draft election plan
Line 15 – financial planning and budgeting	New entries in March covering SAP payroll and SAP user training.
Line 19 – accommodation strategy	New entries in January (draft medium term property strategy) and March (legal transfer of disaggregated property).
Line 25 – SLAs and contracts for shared services	New entry in February covering governance structure and in March covering the testing of shared services.
Line 27 – Adult social care	New entry in February covering the SWIFT solution being interfaced and tested.
Line 30 – customer engagement contact centre and customer services	New entries for February (contact infrastructure in place and contact centre staff trained) and March (contact centre staff relocated to Melbourne House).
Line 32 – enhanced customer services strategy	The former August 2008 deliverable (customer services shared service proposal) has been removed as this is now covered by the March deliverable which is the submission of a strategy to Shadow Executive.
Line 33 – community and voluntary engagement	A new entry for April (town and parish council conference) and the former March entry moved to July (Community Engagement Strategy).
Line 35 – ICT requirements / implementation plans for each services	Work in this area has moved on since the original milestone was set. ICT is now leading on what can be done and has made proposals in each area. As the work has effectively been completed the milestone has been shown as green.

15. The current position regarding exceptions shown on the Implementation Plan is as follows:

<b>Milestone</b>	<b>Status and Proposed Action</b>
Line 8 – CDRP partnership arrangements	As reported in January, it is expected that all meetings and transitional arrangements will be in place by the end of February. The reason for transitional arrangements is that the Bedfordshire Drug and Alcohol Action Team (BDAAT) and DV COG will continue in their current form as shared services during 2009.

Line 16 – Final disaggregation of County assets with Bedford Borough Council.	As agreed at the meeting of Shadow Executive on 20 January a letter has been written to Bedford Borough Council setting out Central Bedfordshire’s position. An oral update will be given at the meeting.
Line 19 – legal transfer of disaggregated property	The uncertainty arising from the position above on disaggregation means that this milestone is at risk.
Line 25 – Service Level Agreements for shared services	See paragraph 10 above
Line 27 – SWIFT solution interfaced and tested	At the time of writing, testing disaggregation is due to be complete by 6 February and the interface solution is expected to be carried out on track.
Line 28 – novated highways contract agreement	See the report elsewhere on this agenda.
Line 30 – contact centre infrastructure in place.	See paragraph 11 above.
Line 45 – (2) Mapping employees to the new structure (3) Employees’ role confirmed in writing	Indicative mapping is almost complete and heads of service will be discussing this with colleagues over the coming weeks.  Each employee’s role will not be confirmed until the mapping exercise is completed and agreed.
Line 46 – (1) CBC staff structure set up on SAP payroll (2) all payroll onto SAP completed. SAP payroll tested and validated.	This action reflects the overall position on SAP and payroll data reported elsewhere on this agenda. This is a duplication and will be corrected when the next progress report is issued.
Line 49 – workforce training plan	This task refers to the Workforce Development Strategy that the council is required to have in children’s and social care services. We now have people identified in both business areas responsible for this at third tier level. Those individuals plus officers from Legal and Democratic are being brought together to move this forward. The work will not be completed until March at the earliest.

Line 54 – Respond to CLG consultation on draft PPS and sustainability appraisal	A response was agreed by Mid Beds’ Executive on 21 January. The detailed response is to be finalised with the Portfolio Holder before 6 March.
Line 56 – business harmonisation plan	See the report elsewhere on this agenda.

**Finance**

16. The table below shows commitments against the revised transitional budget (as reported to the meeting of Shadow Executive on 20 January) as at 28 January.

**Budget Monitoring to 28 January 2009**  
(Against Revised Transitional Budget)

Revised Budget (£m)	Element	Spend (£s) inc. Commitments to 31/03/09	Remaining (£s)
0.800	Employees & back-filling	745,175	54,825
0.400	Accommodation / property advice	138,389	261,611
2.500	Change management	1,967,683	532,317
0.100	Miscellaneous	12,660	87,341
0.300	Contract novation / restructuring	0	300,000
8.000	I.C.T. Costs	5,158,152	2,841,848
0.150	Training	9,991	140,009
0.305	Communications/ branding	100,037	204,963
0.175	Elections / democracy	119,882	55,118
0.400	Recruitment	388,101	11,899
0.200	Relocation	0	200,000
5.170	Early retirement/ redundancy	0	5,170,000
0.340	Closedown of accounts	0	340,000
1.060	LAMP project	0	1,060,000
<b>19.900</b>		<b>8,640,069</b>	<b>11,259,931</b>

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**Background Papers:** “Bedfordshire (Structural Changes) Order 2008”

**Location of Papers:** Programme Management Office, Priory House, Shefford

**File Reference:** CG3