

PROGRAMME MANAGEMENT REPORT

October 2012

Milestone	Complete	Comment
Current Period		
1. Appoint to Head of service structure	Part	Appointments made to 7 out of 8 posts. Head of Customer Services position still under review.
2. Consult on proposals for activities reporting to C/Exec	Part	Consultation process continuing. Report proposals following consultation to JAIC in September. Interim Personnel Manager appointed.
3. Appointment of Stage 2 transformation support	✓	Charteris appointed to work with the Councils on the initial reviews. Programme Management Support Officer seconded
3. Sessions undertaken facilitated by AHA to clarify objectives for Phase 2 work, consider how working arrangements need to change for senior managers, and to identify initial programme of reviews.	✓	Report to Joint Cmm on proposed initial Phase 2 work.
Next Period		
1. Preparation of first service reviews under way with HoS & Charteris		Initial service reviews agreed at Oct Joint Cmm
2. Structure of C/Exec area finalised and staff appointments commenced.		
3. Wider member event undertaken		Set for early November
4. Consultation on changes to T&Cs at CDC and SBDC continuing		

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2012/13 Business Case Budget	Allocation	Spend	Forecast	Comment
	£	£	£	
Transformation - Snr Mgt & Members	20,000	0	15,300	This work will be undertaken by AHA Consultancy
Transformation - Stage 2	80,000	0	78,000	Charteris appointed and commenced support in Sept, to provide flexible support to initial reviews.
HR Support	45,000	44,559	55,000	Primary tasks have been to support appointment process to senior management structure. Work will also include advice on Personnel policies and T&C relevant to joint working
Programme Mgt	30,000	0	27,000	Prog Mgt Support Officer appointed by internal secondment. Part of role will be to provide support to the initial reviews.
Total	175,000	44,559	175,300	

Risks	L	I	Score ¹	Mitigation
1. Stage 2, Service integration is not implemented	2	5	10	The long term benefit to be derived from a shared management team is the greater capacity to reduce costs through shared services. It is important from the outset that the Councils agree to implement stage 2 and put in place a timetabled plan for bringing services together under single management where a business case justifies this.
2. Members and officers do not adopt new working arrangements	3	5	15	The effectiveness of the new shared management arrangements are dependent on Members and officers recognising the need for a new style of working arrangement with Members' engagement being at a strategic level. It will not be possible under the new arrangements for Members to have the same access to officers and this needs to be acknowledged and agreed to at the outset. Work planned with AHA to address these issues in the medium term, developing the cultures of the respective organisations represents a major opportunity. Work done in the lead-in period by the Chief Executive and Senior Managers is vital to creating the right framework to move forward.

¹ Score Colour Key: 25 - 15 Red 12 - 6 Amber 5-1 Green

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Risks	L	I	Score ¹	Mitigation
3. A Council wishes to terminate the agreement	1	5	5	Arrangements for termination will be set out in the IAA. However, councils will need to recognise that termination will be costly for all involved. Members should be entering into the arrangement with the mindset that the new arrangements are permanent
4. The financial savings are not achieved	1	4	4	The financial savings from Stage 1 will accrue naturally from the implementation of the new structure. The business plan sets out the savings based on assumptions outlined within the case. If the assumptions are not reasonable or if the Councils choose alternative arrangements there will be an impact on the costs and savings. A reasonable approach has been taken to phasing. The business plan for Stage 1 is reviewed regularly and the current position is the savings are higher than planned.
5. Loss of experience and expertise as part of Stage 1 or Stage 2	3	3	9	Make allowance in business cases for retention of experienced staff for a period if necessary to assist with transition. Bring in temporary or interim staff if needed. Changes and transformation may lead to temporary increase in staff turnover which may put additional pressure on services
6. Lack of capacity to manage change	3	4	12	When building up programme for Stage 2 relate individual reviews to resources available, balance ambition with capacity. Business cases and project management used to control work. Need to resource adequately programme management, and programme management support officer has been appointed. When using external support knowledge transfer will be important and this is built into Charteris's brief.
7. Stage 2 projects impact on service delivery	3	3	9	Plan programme, and identify risks to service delivery for each project. Consider additional resources on temporary basis to help service delivery. Communicate and involve staff to aim to get their commitment.