

October 2014

A. ACTIVITY

Milestone	Complete	Comment
Since Last Meeting		
Facilities & Property service review completed	✓	Report on this agenda
Telephony infrastructure in place, rollout in final stages at CDC and SBDC		Once roll out complete work will move on to convert customer services application at Amersham.
Transformation Challenge Fund award 2014/15	✓	£50k received towards works to Receptions at Amersham and Capswood
Transformation Challenge Fund 2015/16	✓	Bid submitted for funding towards service transformation work
Joint Finance team in place	✓	Team operational from Amersham at beginning of October.
Peer Challenge preparation		
Customer Services, Revenues & Benefits, Policy & Communications, Personnel, Business Support, Environmental Health reviews commenced		
Next Period		
Complete rollout new telephony and commence on customer services application conversion		
Put in place new shared intranet for the two Councils		Important means of giving staff access to joint policies, procedures and internal forms.
Peer Challenge Review		17 th - 20 th November

B. FINANCES

2014/15 Service Reviews Budget	Allocation	Spend	Forecast	Comment
	£	£	£	
Project Officers and other support to overall programme and to service reviews	94,800	47,400	94,800	Two project officers supporting individual reviews and the overall programme.
External support to reviews	40,000	-	40,000	Earmarked to be used to support Planning & Enforcement service review. TRA engaged to support review once it commences
Total	134,800	47,400	134,800	

Programme To Date

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	Cumulative £
Savings - Senior Mgt	(253,000) ¹	660,340	660,340	660,340	1,728,020
Savings - Service Reviews ²	-	-	343,700	532,630	876,330
Total Savings	(253,000)	660,340	1,004,040	1,192,970	2,604,350
HR and Change Mgt External Support	86,127	-	-	-	
External Support to Service Reviews	35,625	10,000	40,000	-	
Programme Officers and support to programme	28,839	100,000	94,800	94,800	
Total Programme Costs	150,591	110,000	134,800	94,800	490,191
Service Reviews Implementation costs	-	384,550	180,990	85,000	650,540
Net Financial Effect	(403,591)	165,790	688,250	1,013,170	1,463,619

¹ Figure includes the one off staff exit costs.

² Covers nine Services Reviews completed up to July 2014

One off Implementation costs are funded from earmarked reserves or Capital Programmes

C. JOINT PROJECTS OUTSIDE OF SERVICE REVIEWS

Project/Activity	Comment	Timescale	Lead HoS
Harmonisation of T&Cs	Important piece of work to make joint arrangements easier to manage. Consultation Feb 2014, outcome for reporting to JAIC March 2014.	Complete	C/Ex
Establishing a common job evaluation scheme	HAY scheme agreed by JAIC	Complete	C/Ex
Harmonisation of personnel processes	Help make joint arrangements easier to manage. Will run in parallel with Personnel review in 2014/15	Ongoing	C/Ex
Introduction of jointly hosted website with same provider	This will enable more efficient working for any shared services. New website goes live April 2014.	Complete	C/Ex
Combine Joint Strategic Partnerships	Single partnership in place, single governance structure.	Complete	C/Ex
Harmonisation of approach to risk management	Strategic risk register covering both Councils in place. Risk and opportunities workshop run with officers and members. Review of risk management approach across two Council complete and harmonised processes for risk management being introduced.	Complete	DoR
Sharing finance system	Integra system in place across both Councils for payments, income accounting arrangements. Common cash receipting system to be introduced in 2015.	Complete	HoF
Shared Audit client manager	Single officer in place to act as client for two internal audit contracts. With the same internal audit contractor the aim to undertake a number of joint audits.	Complete	HoF
Shared Internal Audits	Same internal audit contractor for both Councils. Aim to undertake a number of joint audits.	Complete	Shared Audit Manager
Joint procurement of payroll services	New contract to be in place for 2015/16. Procurement in progress, award decision by end of 2014.	2014/15	HoF
Joint procurement of banking services	Joint contract awarded to Barclays. New arrangements in place for CDC, and SBDC by the February 2015.	Complete	HoF
Joint procurement of insurance services	Joint tender to be issued in Autumn 2014 for new arrangements to come into effect in 2015/16	2014/15	HoF
Review financial regulations, contract procedure rules and procurement policies	To make it easier for shared teams and joint working by having same financial and procurement policies and procedures. Reports to Audit Cmms in done on financial regulations and procurement.	Complete	HoF
Joint commissioning of consultants to support Local Plan processes	Economies of scale and simplified procurement arrangements.	Ongoing	HoSD
Joint needs assessment for Development Plans	Economies of scale and simplified procurement arrangements	2013/14	HoSD

Project/Activity	Comment	Timescale	Lead HoS
Review of Governance arrangements	To ensure the Constitutions and structures reflect changes arising from joint working. Also to consider any changes to facilitate joint working, and updating of IAA	Ongoing	HoLDS
Fol processes	Workflow system in place in SBDC and CDC.	Complete	HoLDS
Review of Information Management processes and procedures	Commence review of key policies and processes across both Council's with the objective of harmonising, sharing strengths, and having a joint approach to staff training and awareness. Introducing common protective marking policy to meet Govt requirements	Ongoing	HoBS
Shared calendars and email for senior staff and other shared posts	Facility in place for senior managers. Progressively rolled out to other staff as joint working progresses. Senior staff phase completed.	Complete	HoBS
Review of arrangements for supporting IDOX applications (Uniform)	Aim to improve resilience and synchronise applications across two Councils to make joint working easier. Migration to single database and hosting of applications in progress.	Ongoing	HoBS
Joint telephony under Bucks PSN	Roll out of MS Lync product supported by Udata in progress. Initial functionality deployed by September, followed by new Call Centre technology deployed in autumn 2014, and progressive expansion of functionality depending on service requirements.	2014/15	HoBS
Joint procurement of mobile phones	Single agreement with one provider in place and common devices deployed across both Councils	Complete	HoBS
Review H&S and Emergency Planning processes	Aim to standardise approach and documentation as a step towards closer integration. Will be part of the Env Health service review	2014/15	HoH&C
Sharing expertise on prevention of homelessness	Share best practise and maximise benefits of in-house expertise. This is part of the outcome of the housing service review.	2014/15	HoH&C
Joint marketing of community and leisure activities programmes	Economies of scale, widen market reach.	Complete	HoH&C

D. RISKS

The risks reported in this update report reflect the main risk to the programme, as viewed at this point in time, rather than a longer list of all the potential risks that the programme could face.

This is seen as the risk that have potential to significantly escalate, and therefore requires monitoring and possibly preventative actions.

	Risk trigger	Risk description	Risk rating L=Likelihood I= Impact	Status of risk
ORGANISATIONAL				
O1	<p>The Councils do not have the skills, capacity and availability of officers / resource to support and deliver the programme. I.e.</p> <ul style="list-style-type: none"> • Programme Management and Project management for service reviews. • Support services capacity to deliver changes. • Change management expertise going forward to support staff going through change. • Pressure on services to deliver day to day requirements and to transform 	<p>Benefits are not delivered to time, quality or budget.</p> <p>Impact on day to day services as resources are stretched.</p> <p>Programme loses momentum.</p> <p>Staff turnover increases, sickness levels increase and morale declines and remains low.</p>	<p>L=3 I=4</p>	Amber
	<p>Actions to Mitigate Risk</p>	<p>Programme and project management approach in place. Regular dialogue between senior managers and members to establish priorities at points in time, and to also avoid expanding workloads too far. Service performance monitored. Workforce statistics monitored. Regular review by Management Team on progress of key parts of the programme.</p>		

	Risk trigger	Risk description	Risk rating L=Likelihood I= Impact	Status of risk
		<p>Specific resources have been allocated to support service reviews (project officers, external support).</p> <p>Development of internal staff in change management techniques to increase capacity to manage change.</p> <p>Development of processes, and techniques to help staff going through change management.</p> <p>Work done to make joint working easier, ranging from deploying shared calendar/email solution to harmonising key policies and procedures.</p>		