Report For:	**BUCKINGHAMSHIRE SHADOW EXECUTIVE**
Meeting Date:	**11 June 2019**

SUMMARY

Title of Report:	**IMPLEMENTATION PROGRAMME**
Responsible Officer:	Rachael Shimmin
Officer Contact: Direct Dial: Email:	Rachael Shimmin 01296 382201 rshimmin@buckscc.gov.uk
Recommendations:	**The Shadow Executive is asked to note that the Implementation Team for the creation of the new unitary council for Buckinghamshire has been established.**
Legal & Finance:	The resourcing requirements to support the programme are outlined in this report.
Reason: (Executive only)	To inform the Shadow Executive of the arrangements for the Implementation Team.

Purpose of report

To inform the Shadow Executive of the arrangements for the Implementation Team for the creation of the new unitary council for Buckinghamshire.

Introduction

1. This paper sets out the officer governance arrangements for the implementation programme to create the new unitary council for Buckinghamshire for 1 April 2020. It also sets out the framework for the Implementation Plan which will be presented in more detail to the Shadow Executive at its next meeting.

Background

2. The objective of these arrangements is to ensure we create a new single unitary council that is fit for purpose from 1 April 2020 recognising that significant transformational work will take place following this date.

3. For completeness the work that is currently being undertaken in relation to adult social care and childrens services within Buckinghamshire County Council is incorporated within the governance arrangements established. Colleagues in these services will clearly be impacted in relation to the wider changes associated with the creation of a new organisation however the change and improvement activity already underway in these services areas will continue throughout the transition year.

4. These arrangements have been in place informally since March 2019.

Governance Arrangements

5. The governance is headed up by a CEO Implementation Group, under which sit five programme boards. The programme boards will manage a series of discrete workstreams. Supporting the whole programme will be a small full time Programme Management Office.

6. Key features of the governance arrangements are set out below, and are illustrated at Appendix 1.

The CEO Implementation Group (CIG)

7. The details of the CEO Implementation Group are as follows:

   - Membership: County and District CEOs, the co-chairs for each programme board, the interim Monitoring Officer, the interim Section 151 officer and the joint Programme Managers.
   - Chair: the chair will be the Interim Head of Paid Service and Implementation Lead (or by the Deputy Implementation Lead in their absence).
   - Frequency: fortnightly.
   - Location: to revolve around the county.
   - A terms of reference has been agreed for this group. (Attached at Appendix 2)

Programme Boards

8. The programme boards will manage a series of discrete workstreams focussed on developing the outcomes required during the transition period to create the new council on 1st April 2019. They will consider whether there are any gaps in the work programme and make recommendations to the CIG in relation to new workstreams/boards.

9. The boards will oversee the workstream activity including work commissioned by the corporate workstreams (see below), managing the dependencies, co-ordinating activity and avoiding duplication.

10. Reports which need to go onto to CIG for consideration will be agreed at the boards first, who will also determine any additional resourcing requirements, as part of this process.

11. A summary of the programme boards is noted below:

    - Membership: lead officers for each supporting workstream.
    - Chair: co-chairs from County Council and a District Council (excluding the Childrens and Adults Boards)
    - Frequency: fortnightly initially. Ongoing frequency to be agreed by programme board chairs in conjunction with programme managers.
    - Location: to revolve around the county.
    - A terms of reference for each board has been agreed. (Attached at Appendix 3)

Programme Workstreams

12. There are currently 28 workstreams across the five programme boards. These are split into two groups; Corporate/cross cutting workstreams and service workstreams. The list of workstreams are detailed at Appendix 4. Underneath these workstreams are a number of sub workstreams and task and finish groups.

13. The corporate/cross cutting workstreams are grouped under the Resources Programme Board. They will undertake the work required to ensure corporate services are established on day one. In addition to the governance of the work of the relevant workstreams this board will:

- Deliver the cross cutting activity critical to ensure a smooth transition to the new council on day one.
- Determine the principles and working arrangements which will apply to customer services on day one.

14. The service workstreams are spilt across the four other boards and focus on front line service delivery. The activity will include:

- Delivering activity agreed by the CIG and commissioned through the Programme Management Office.
- Review of policies as required.
- Establishment Service continuity plans and priorities.
- Governance tasks as appropriate to the relevant workstream – e.g. Scheme of delegation, privacy notices, develop KPIs, and file storage protocols.
- Finance tasks – e.g. harmonisation of fees and charges, budget structures, service procurement issues.
- Staff tasks – review TUPE lists, tailor communications plans.
- Where appropriate specific discovery work will be undertaken as agreed by the boards/individual workstreams.

Programme Management Office (PMO)

15. The PMO is headed up by joint programme managers, one from the County Council and one from the District Councils.

16. The PMO is responsible for the overall coordination of the programme and for commissioning workstreams on behalf of the CIG as well as supporting the Shadow Executive. It will also oversee the budget for the programme.

17. Regular programme progress reports will be provided to the CIG and Shadow Executive and the PMO will develop and manage the forward plans for both groups.

18. The PMO also contains communications resource who will provide regular updates for all staff, members, employee representatives and trade unions in relation to the transition work as well as providing specific communications support for workstream activity.

19. The structure for the PMO is attached at Appendix 5.

Workstream Development

20. Workstreams have been carrying out an initial discovery phase where appropriate to develop a collective understanding of the different ways of working which will result in a greater understanding in both the transition and transformation stages and to ensure opportunities are not lost to scale up exemplar ways of working for the new Council.

21. Project scope documents (PIDs) are being developed for each workstream, with clearly defined deliverables for the transition period and proposals for additional activities post vesting day.

22. This work is currently being developed into the overall Implementation Plan which will be brought back to the Shadow Executive at its meeting on the 25th June 2019.

Resource Implications

23. The resourcing requirements to support the programme are being identified as part of the workstream planning work outlined above. This will be incorporated into the Implementation Plan which will be presented to the Shadow Executive on 25th June 2019.

24. As a principle however programme board leads and workstream members will not automatically be backfilled. Individual organisations have agreed to make any decisions required in relation to reprioritisation of work and backfilling if required. Where backfilling is required this will come from the transition budget which will be overseen by the programme managers.

25. Each workstream will identify additional capacity/expertise needed to deliver agreed plans, which will be funded from the transition budget. The programme managers will ensure that a clear record is maintained of programme expenditure.

Summary/Conclusions

26. The Implementation Programme Governance structure is working well and has created a strong environment of joint endeavour and collaboration. The developing work is taking into account all perspectives and identifying the opportunities to ensure the programme builds on the best of the five councils.

27. There is a tremendous amount of enthusiasm amongst the workstreams and a real desire to develop a council we can all be proud of in the future.