JOINT COMMITTEE
15 January 2014

Subject Heading:	**Implementation Plan Report**
Report Author and contact details:	**Tony Huff, 01708 434155,** **tony.huff@havering.gov.uk**
Financial summary:	**There are no new financial implications outside of those in the approved Business Case**
Is this a Key Decision?	**No**

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SUMMARY

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The programme to share the back office support services between Havering and Newham Councils has been formally structured to ensure that the programme is delivered in a way that meets the vision and requirements of each Council.

The key tasks and milestones required to deliver the programme have been identified and progress is reported through the programme governance structure.

This report details, at a high level, the programme's governance structure, the overall programme plan and the key tasks and milestones during the implementation phase.

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RECOMMENDATIONS
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This report is for information only to give assurance to the Joint Committee of the plan to implement the Programme to share the back office support service between Havering and Newham Councils.

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REPORT DETAIL
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Programme governance structure

The overall Shared Service programme governance structure consists of:

- a Programme Board
- a Programme Group
- and five work-stream projects.

The structure is designed to ensure that the programme is approached as a partnership project and membership on the board and groups are fairly represented from both Councils.

The programme structure features reporting mechanisms into the programme for dependant projects and out to the respective corporate transformation and change programmes boards within each Council.

The Programme Board meets every two weeks and is accountable for the strategic delivery of the programme and oversees progress across all of its component sub-programmes or projects. When the new shared service senior management team is in place this Board meeting will be replaced by the service's new management team meetings.

The Programme Group is made up of the programme and project leads and monitors the overall work plans for all of the work-stream projects. The group manages the top level tasks of the programme and the product control for all of the work-streams projects. This group meets as required to facilitate the progress of work on the programme.

The work-stream projects manage the work plan and activities for their work-stream specialism and are responsible for the delivery of their project. The project

leads are responsible for timely reporting of issues and risks to the Programme Group and ultimately to the Programme Board.

The work-stream projects are responsible for delivering the project in line with the strategic direction and Shared Vision set by the Programme Board.

There are five work-stream projects, which have been created to focus the delivery of the programme into specialist areas being led by a senior project lead, these are:

- Design Project – Project Lead Tony Huff (LBH)
- Finance Project – Project Lead Angela Paterson (LBN)
- People and Change Project – Project Lead Beverley Williams (LBN)
- Technology and Systems Project – Project Lead Geoff Connell (LBN / LBH)
- Property and Buildings Project – Project Lead Mark Butler (LBH)

A diagram showing the overall programme governance for implementing the new shared service is attached as appendix 1.

Overall programme plan

There is a full implementation plan in place to monitor and deliver the programme. This is updated by the Project Leads and progress on the plan is reported to the Programme Board.

The overall implementation of the Programme and outline timetable will be:

- Delegations from both council's Cabinets to the Joint Committee and relevant officers to be approved by each Council by 31 March 2014
- Existing services will continue operating as now until 1 April 2014
- Services brought together on 1 April 2014 facilitated by a senior management restructure
- Year 1 reviews commence in April 2014 to maximise potential savings in 2014/15. Service reviews will be phased over a three year period
- The programme will be fully implemented and the full savings achieved by the end of year 5 (2018/19).

Implementation plan key task and milestones

Havering and Newham have worked quickly to develop the shared service in order to maximise the savings it can achieve. The period from the Council decision to agree the shared service at the end of November 2013 to go live on the 1 April 2014 is the implementation phase. During this phase, time will be concentrated on implementing key tasks to enable the two Councils to work together on the 1 April 2014.

A diagram showing the key tasks and milestones in the programme for the implementation phase until the end of March 2014 is attached as appendix 2.

Design project

The design project manages the overall programme tasks and to date has delivered the programme's shared vision and business case. The key tasks in the implementation phase for the project is to setup the Joint Committee, including implementing the agreed scheme of delegation to allow officers to work and make decisions for both Councils, managing the service reviews and all of the communication activity. This project will also develop the service level agreements to aid new customer development.

Communications

A full Communications Strategy and Action Plan have been developed to start the journey and support the transition of the two Councils' existing support services to the new shared service.

Communications activity includes:

- Develop branding and identity
- Employee newsletters and manager's briefings
- Developing a dedicated intranet and internet
- Developing specific communications channels, such as an email bulletin to in scope staff and a dedicated SharePoint site for human resource change information
- Meetings and events for staff and managers
- Targeted communications for elected Members, trade unions and external service users such as schools
- Induction guides and service brochures
- External communications to promote and market the new service.

A number of these activities such as the dedicated intranet pages and managers' meetings are already being used to engage staff in the vision and proposals for the new shared service.

The Joint Committee will be asked to agree the branding of the new shared service. A clear identity for the new service will help those staff working for it to feel that they are moving to something new and create a sense of momentum and purpose for the change. Use of the brand in all communications and engagement with in scope staff at both Councils throughout the transition will help support the required culture change.

A marketing plan will also be produced for the shared service to support future business development.

Service reviews

A phased set of service reviews will be undertaken to plan and implement the coming together of the shared functions.

To date three reviews have begun in the programme these are for ICT, Health and Safety and Legal. ICT and Health and Safety have already had a lighter review as part of the business case to test the savings assumptions, this work has continued for ICT into a full review and the work in Health and Safety will continue early in 2014/15. Both the Legal and ICT reviews will be concluded by March 2014, where the improvements, efficiencies and savings proposals will be implemented, facilitated by a restructure of the services.

The timetable for the reviews has been updated post the Business Case to take into account the revised implementation date for Oracle in Newham and are as below:

Year 1	Year 2	Year 3
• Procurement (transactional / operational / strategic) • NNDR • Democratic Services • Election Services • Facilities Management and Post room • Health and Safety • Management of School Capital • Audit Insurance and Risk • Property • Technical Services	• Payroll (end of year 1 – beginning year 2) • Transactional Finance (end of year 1 – beginning year 2) • Transactional HR (end of year 1 – beginning year 2) • Pensions (contract at LBH) • Operational / Strategic Finance • Operational / Strategic HR • Debt Management / Recovery team	• Benefits • Council Tax

Revised service review timetable

Finance project

The finance project manages the financial aspects of the programme. During the implementation phase the key tasks for this project will be to recalculate the funding agreement percentages, to set up the memorandum accounts for the shared service and to create combined budget monitoring information for

managers. This project is also assisting in the pricing of key services in the service catalogue in order to market the service to new customers.

People and change project

The people and change project leads the HR elements of the programme, the key task for this project will be to agree and recruit the senior management structure for the new joint service. This involves agreeing a new structure, creating and evaluating new posts, consulting with staff and the restructure and recruitment process.

A paper is being presented at this meeting to agree the proposed structure, with the aim to have the new structure in place by the 1 April 2014.

As well as the senior management structure there are a number of other tasks this project will coordinate to manage the transition to the new service, this includes input into staff communication, induction and cultural change to manage the impact the programme has on staff.

Systems and technology project

In order to create a unified service a number of projects to integrate our systems and information technology infrastructure are required. As we already share parts of our ICT service, many projects have already been undertaken together which has paved the way for this programme and will make the final integration simpler.

The systems and technology project manages all the operational ICT issues which the programme is dependent on so we can work together seamlessly. This project will ensure that staff can access the systems they need across the two Councils, create the new shared services internet site and email addresses and make changes to our telephone, printing and door entry systems so staff from both Councils can access what they need for go live on the 1 April 2014. This project is also managing the development of additional systems proposed in the business case including: time costing, asset management, FOI, risk management and forecasting.

Property and buildings project

The property and accommodation project manages the relocation of services and management of assets for the programme. In the initial stages of the programme this work will focus on enabling managers to work across the two Councils sites on day one, as each service is reviewed recommendations on co-location requirements will be identified and actioned by this project work-stream.

This project is tasked with creating an assets register as well as identifying efficiencies and savings which can be made by accommodation.

Joint Committee, 15 January 2014

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REASONS AND OPTIONS

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Reasons for the decision:

This report is for information only and does not require a decision by the Joint Committee.

Other options considered:

Not applicable.

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IMPLICATIONS AND RISKS

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Financial implications and risks:

There are no new financial implications outside of those in the approved Business Case. Costs arising from implementing this plan are detailed in the Business Case.

Legal implications and risks:

There are no new legal implications identified for this implementation plan other than those identified in the Business Case.

Human Resources implications and risks:

Where any Human Resource implications occur in tasks identified in this implementation plan for example through reorganisation or service reviews, each Council's usual change management policy will be followed.

Equalities implications and risks:

An Equality Analysis has been undertaken as part of this programme, at this stage it profiles the staff which are currently in scope of this programme. This process will be repeated at key stages to ensure that the programme is developed in full recognition of the diverse needs, circumstances, and concerns of the people who will be affected by it.
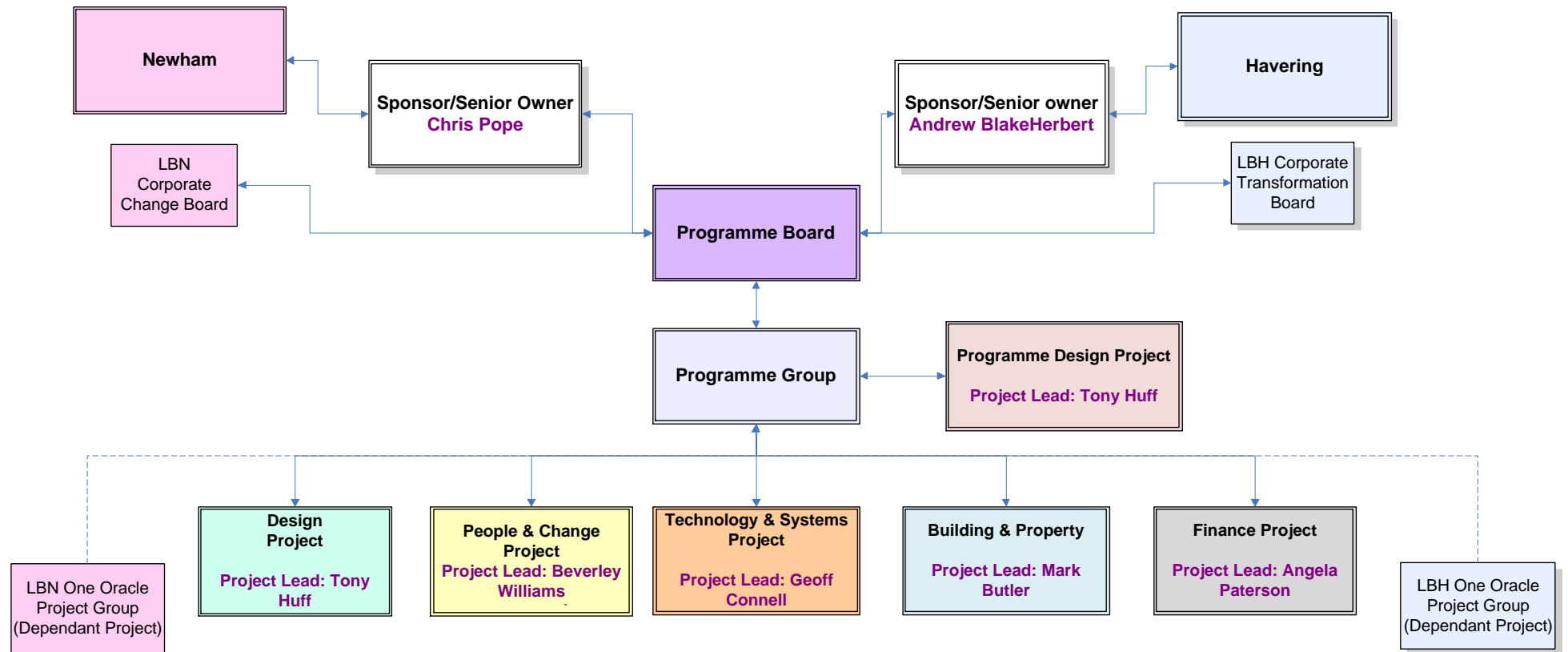
BACKGROUND PAPERS

The document 'Sharing Services Business Case' dated 12 November 2013 has been used in preparation of this report, this is a published paper.

Appendix 1 - Programme governance structure

Joint Committee, 15 January 2014

Appendix 2 - Key tasks and milestones timeline

Timeline spanning Oct 2013 to Apr 2014 with a "Today" marker between Jan 2014 and Feb 2014.

Programme Design Project

- Full Business Case ◆
- Business Case to be approved by both Cabinets
- Develop BAU communications
- Develop pre-launch briefing material for customers
- Go live — Launch new Shared Service ◆
- Implement shared services branding
- ICT Deep Dive Review
- Create SLA's
- Health and Safety Deep Dive Review
- Setup Joint Committee — First meeting of the Joint Committee ◆
- Constitutions changed to allow for required delegations from April 2014 ◆
- Create Scheme of Delegation
- LBH Council 29/1/14
- LBN Mayoral Proceedings (next avail)
- Legal Service Review

People and Change Project

- Agree principles for assimilation and recruiting to posts
- Managing Director Appointment
- Appoint to Managing Director Post ◆
- Appointments agreed by JC and recommended to relevant Cabinet ◆
- Rationalise Management Structure
- Create and agree senior management structure
- Senior Management Restructure

Finance Project

- Recalculation of funding agreement %
- Create JC Memorandum Accounts
- Create Budget Monitoring information
- Service Catalogue priced for key services
- Pricing of HR and Payroll for the Service Catalogue ◆

Systems and Technology Project

- Enable data centre sharing
- Upgrade network connections
- Logon and print from any location ◆
- OneSource email, intranet and website live ◆
- Make calls from any location ◆
- Door entry cards options appraisal

Property and Assets Project

- Collate relevant costs and occupancy data
- Complete initial scope to accommodate potential co-location of back office functions
- Draft programme to achieve service relocations
- Agree and finalise co-location options in advance of service review outcomes - report to Joint Project Board
- Create schedule of assets