

Shadow Authority

Bournemouth, Christchurch and Poole Shadow Executive Committee

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Report Subject	BCP LGR Programme Update
Meeting date	12 th March 2019
Report Author	Julian Osgathorpe, BCP LGR Programme Director
Contributors	BCP Interim Statutory Officers BCP Programme Board
Status	Public
Classification	For information for all Members
Key Decision	No
Executive summary	This report provides an overview of activity within the BCP Programme for Local Government Reorganisation in Dorset.
Recommendations	<ol style="list-style-type: none"> 1. Members note the progress made since the last BCP Shadow Executive Committee meeting on approved workstreams. 2. Members acknowledge the changes to the BCP LGR Programme Governance arrangements and delegations to take account of the creation of BCP Council on 1st April 2019 3. Members approve the draft specification and approach to procurement in relation to the commencement of the design stage of Phase 3 of the BCP LGR Programme and delegate authority to make any changes to the Chief Executive of BCP in consultation with the Chair and Vice Chair of the BCP SEC or the Leader and appropriate Portfolio Holder for BCP Council depending on the date of any change(s) 4. Members delegate authority to award the contract for the design stage of Phase 3 of the BCP LGR

	<p>Programme to the preferred supplier to the Chief Executive of BCP Council, acting in consultation with the Chair and Vice Chair of the BCP SEC (or alternatively the Leader and appropriate Portfolio Holder for BCP Council depending on the date of award), from within the total resources already allocated to the BCP LGR Programme.</p>
Reason for Recommendations	<p>To note the progress made on the Bournemouth, Christchurch & Poole programme to prepare for local government reorganisation in Dorset and to provide assurance to Members that the Programme is progressing satisfactorily. In addition, and taking into account that this is the final meeting of the BCP SEC, make arrangements and decisions to ensure that the momentum within the BCP LGR Programme continues during the election cycle for elected Members.</p>

Background detail

1. At its first meeting the Shadow Executive Committee adopted the programme framework that had previously been approved and adopted by the BCP Joint Committee.
2. The key components of this framework are as follows:
 - a. The Governance architecture comprising:
 - i. The BCP Shadow Executive Committee
 - ii. The BCP Programme Board, along with subordinate Phase 2 Delivery Boards established to oversee the specific operational areas of Adult's Services, Children's Services, Environment & Economy and Corporate & Support Services
 - iii. The Programme Director/Central Implementation Team Leader and the implementation team
 - iv. The Task & Finish Groups established under this architecture to progress specific workstreams.
 - b. The programme plan comprising three phases:
 - i. Creating the new unitary authority
 - ii. Delivering senior staffing structures and business functionality for April 2019
 - iii. Designing and building the new local authority.

- c. The allocation of resources totalling £9,096,160 with delegation to the BCP Programme Board to approve spending from this budget.
3. The purpose of this report is to provide an overview of the activity within the programme in order to ensure oversight by the Shadow Executive Committee.

Activity Undertaken in the Last Period

4. The programme remains consistent with the plan agreed by the BCP Joint Committee. Phase 2 of the programme is now reaching the conclusion of the implementation stages, and will move into the monitoring and stabilisation stage as expected. This will run for six months in order to ensure that all services have delivered a “safe landing” for residents and customers.
5. Notwithstanding this, it is likely that there will be a small number of implementation initiatives that will not be fully delivered by 31st March 2019, and these will continue to their expected conclusion during the six month monitoring and stabilisation stage of Phase 2. Where this is the case, the programme has ensured that there are appropriate mitigations in place and also that these mitigations are effectively resourced and managed so as to not impact the “safe landing” for that service area.
6. Oversight, direction and support from elected Members has been positively and effectively provided through all of the programme’s strategic and operational mechanisms. The programme team and all the senior officers involved with the programme would like to thank the Members for engagement, contribution and support throughout the process.
7. The programme team would also like to acknowledge the extraordinary commitment and effort of all the officers of all the preceding authorities over the period of our LGR programme. The focus and determination that has been shown as well as the ability to come together and work together positively is the single biggest reason that we have been so successful in delivering Phases 1 and 2 of the Programme.
8. It is now critical that we ensure there is no loss of that commitment, positivity and momentum as we move into Phase 3 of the BCP LGR programme. To this end, it is necessary to make some decisions that will allow for the effective continuation of the programme during the electoral process for elected Members. These are
 - a. Changes to the established BCP Programme Governance Architecture and accompanying delegations, and
 - b. Approval of the next steps and required delegations to facilitate the procurement of a supplier to support the design stage of Phase 3 of the programme.

Changes to BCP Programme Governance

9. The governance architecture that is outlined above was designed to accommodate collective decision making for Members and officers across the

preceding authorities. It has proved itself to be extremely effective in achieving this outcome, but on 1st April 2019 it will no longer be necessary as there will only be the BCP Council.

10. The BCP SEC and SA have already approved the Constitution for the BCP Council and this sets out how the decision making and delegations will operate from 1st April 2019. This will mean that the elected Member components of the current programme architecture will naturally fall away on 31st March 2019. Notwithstanding this, there will be a period of time between 31st March 2019 and the establishment of the new BCP Council political structures, roles and responsibilities and during this period the SEC roles and responsibilities will continue, as provided for within the Parliamentary Orders.
11. Similarly, on 1st April 2019 the BCP Council Management roles, structures and Scheme of Delegation will come into effect. This will remove the requirement for the BCP Programme Board, which will also naturally fall away. It will be replaced by the BCP Management Team which comprises the following
 - a. Chief Executive
 - b. Corporate Directors
 - c. Section 151 Officer
 - d. Monitoring Officer
12. The responsibility for the future leadership, management and oversight of the BCP LGR Programme will pass to this team, as will any delegations granted to the BCP programme Board.

Phase 3 of the BCP LGR Programme – Specification and Procurement to Support Design Stage

13. A key strategic driver for the LGR proposal for Dorset is to provide for the opportunity to fundamentally reimagine the way in which a 21st Century Local authority should deliver services. If we are to achieve this objective, we first need to challenge our perspectives and formulate our change ambitions.
14. The Organisational Design & Development Task and Finish Group have worked with officers, Members from other Task & Finish Groups as well as external organisations in developing a draft specification for the design and business case development for Phase 3 of the BCP LGR Programme. This draft specification is attached at Appendix 1.
15. In order to ensure that the momentum of the Programme is maintained at the same level that has seen Phases 1 and 2 delivered so successfully, it is proposed that the procurement and selection of a supplier to undertake this work is started immediately. To facilitate this, it is intended that we use an established framework (e.g. Crown Commercial Services Management Consultancy

Framework 2) in order to access an appropriate field of possible suppliers to provide the services and outcomes required in the draft specification.

16. The specification includes the scope of the work and the phased approach to the activity analysis phase prior to decisions that will be reported to members before the implementation delivery phase.
17. At this stage, it is neither possible or desirable to place a financial limit or estimated value on the procurement in view of
 - a. The unique context offered to potential suppliers by the BCP LGR process and programme, and
 - b. The range of potential suppliers that may be accessed through the proposed procurement strategy, and therefore
 - c. The potential significance difference in the engagement and delivery methodologies that may be proposed by those potential suppliers
18. Notwithstanding this, there is a very high degree of confidence that the cost of the award can be accommodated within the total resources already established and allocated to Phases 1 and 2 of the BCP LGR Programme.

Summary of finance implications

18. Resources totalling £9,096,160 have been approved to support the delivery of Phases 1 and 2 of the BCP LGR Programme. Authority to approve spend from this budget is delegated to the BCP Programme Board. In view of the fact that this is the final meeting of the BCP SEC, the current Budget Monitoring Statement is attached at Appendix 2.
19. The programme remains within the established resources, albeit with some variations within the categories of spend/budget allocated at the outset of the Programme.
20. The financial performance of the Programme means that the commitment sought in paragraphs 13 – 17 above is achievable and has the support of the BCP Chief Executive, The BCP LGR Programme Director and the BCP S151 Officer.

Summary of legal implications

21. There are no legal implications arising from this report.

Summary of human resources implications

22. There are no human resources implications arising from this report.

Summary of environmental impact

23. There are no environmental impacts arising from this report.

Summary of risk assessment

24. The risks and issues have been developed and are being regularly reviewed and managed using an established methodology and framework. At an operational level, they are reviewed and managed through the BCP Programme Board, the Phase 2 Delivery Boards/Unit of Service Workstreams along with the PMO/Central Implementation Team.
25. In the event that there is a need to escalate any risks or issues to the Shadow Executive Committee for either awareness or decision they will be fully outlined with background information, a description of available options and carry recommendations for approval. In addition, regular reviews of the Strategic Risk Register for the Programme are undertaken by the Shadow Executive Committee at its briefing meetings along with a similar arrangement in place with the Shadow Overview & Scrutiny Committee.
26. There are no risks or issues to be escalated at this stage.

Background papers

None

Appendices

- Appendix 1 Draft Specification
- Appendix 2 Budget Monitoring Report