

CHANGE BOARD

REPORT of a meeting held on 23rd May, 2005.

Present: Councillor H.J.W. James (Chairman); Councillor A.J. Williams (Vice-Chairman); Councillors A.D. Dobbinson, A.D. Hampton and G.C. Kemp.

(a) Minutes -

AGREED - T H A T the minutes of the meeting held on 24th March, 2005 be approved as a correct record.

(b) OneVale Programme - Presentation by Mr. B. Cooper and Mr. R. Haynes (Deloitte) -

Mr. Cooper opened the presentation by outlining the processes necessary to achieve the business case which would, through streamlining the current procedures through the introduction of a One Stop Shop, result in improved services, increased productivity, and a reduction in costs. It was noted that whilst officers identified to drive forward change might require external training to help achieve all skills necessary, there would be a gradual transition of responsibility. Other challenges facing the Council as it moved from the initial phase to commencement of the One Vale Programme proper included the fact that the Council would be required to deliver "business as usual", continuing to deliver high quality services whilst balancing resources both in terms of funding and personnel.

Mr. Haynes then presented details of the programme status, illustrating progress to date on a wide range of issues, drawing particular attention to the fact that the main risk at present was associated with Strategic Procurement in that the project had slipped which would, in turn, delay the accrual of savings. No other major issues in the programme status were identified, and Mr. Haynes confirmed that the position had now been reached where the procurement work stream could be driven forward. Cabinet had now approved the decision to procure an Enterprise Resource Planning (ERP) system in respect of software selection, and attention was drawn, inter alia, to the significant financial benefits of selecting a single provider with one view of core information with the aim of enforcing a standard and more efficient system, consolidating the number of systems and making it easier to identify the corporate approach.

Under the heading of "challenges and next steps", the following key themes had been identified together with the means of successfully addressing those themes:

Change Management

- Engage with Directorates; meet with Departmental Management Teams;
- Reinforce the benefits and goals of the programme;
- Clarify timescales and agree approach to resources.

Information Management

- Plan resources and timescales for data cleansing and migration with Directorates;
- Reviewing options for website.

Customer Contact

- Consult with Directorates to define expectations and approach;
- Develop revised resource plan and timescales with Directorates.

Property Implementation

- Confirm plan and costs;
- Assess critical path and evaluate options / risks.

Financial Management

- Define scope and high level requirements;
- Clarify business case;
- Clarify plan.

Procurement

- Procurement Board to meet: agree the Procurement Strategy;
- Begin supplier rationalisation and readiness project;
- Begin sourcing project and e-auction pilot.

HR and Payroll

- Incorporate HAPPI project within OneVale;
- Mobilise the project for implementation.

Software Selection

- Formally documented market testing
- Price negotiations with ERP vendors
- Legal guidance on procurement approach.

Discussion then ensued on the role of the Change Board, the responsibilities of which included evaluating the benefits to accrue from the OneVale Programme to ensure that they met key strategic priorities, to provide strategic support and guidance to the Programme Board and the Programme

Sponsor, and to monitor key milestones for programme delivery. The aforementioned Programme Board met a minimum of monthly and, whilst consideration was given to revising the frequency of meetings of the Change Board, it was agreed that unless matters of concern needed to be raised urgently, meetings of the Change Board continue on a quarterly basis when full progress reports would be received. It was also agreed, however, that should there be a need to meet more frequently, provisional dates for meetings of the Change Board be identified six weeks into each quarter. It was also agreed that wider Member briefings would be undertaken once the Programme had reached a critical point in order that all Members could be informed of the implications of change on their role within the Council.

AGREED - T H A T the progress to date be noted and, should the need arise, arrangements made for additional meetings of the Change Board.