

Appendix B - Outlining Environmental Services and Highways Delivery Progress for Mobilisation

Programme Manager - Paul Bryon			
Issue	Teckal	DSO	Risk Factors
<p>People</p> <p style="color: green;">Green</p>	<p>Action Plan in place supported by Surjit Nagra and Fox Williams (Solicitors).</p> <p>Report of compiled T&Cs drafted and ready for programme board. Pensions work in hand and on track. Paper outlining pension impact will be required.</p> <p>Staff will transfer as is Dec 1st Outstanding work drafting Director Appointments JDs. Side letter for appointment Neil Cooper as Financial Director in draft</p>	<p>Action Plan in place supported by Surjit Nagra and Fox Williams (Solicitors).</p> <p>Report of compiled T&Cs drafted and ready for programme board. Full cost implications for LGPS to be assessed All staff will transfer as is for Dec 1st with harmonisation post Dec 1st.</p>	<p>For the time being the key risk is that the approach to LGPS will endanger the savings targets for insourcing.</p> <p>This is mitigated by the fact that there is a view that pension uptake will in fact be low due to the character and make up of the workforce.</p> <p>There is current a view that the DSO model will require a further ½ to 1 FTE HR Officer</p>
<p>Health and safety</p> <p style="color: orange;">Amber</p>	<p>Action Plan in place supported by Robin Pringle</p> <p>Robin Pringle briefed and developing H&S proposal with independent H&S consultant as contingency. On hold pending decision.</p>	<p>Action plan in place supported by Robin Pringle</p> <p>Robin Pringle briefed and developing H&S proposal utilising Reading model. Awaiting proposal and cost of delivery.</p>	<p>Richard West has indicated some delivery confidence Robin Pringle and his team. The DSO model will require at least a further ½ to 1 FTE dedicated HS Officer</p>
<p>Fleet</p> <p style="color: green;">Green</p>	<p>Action Plan in place supported by Fred Narmh and Nigel Jabukowski</p> <p>Fleet identified and agreed. Procurement arrangements in place with order via three frameworks and maintenance agreement identified. Order timed for end March with</p>	<p>Action Plan in place supported by Fred Narmh and Nigel Jabukowski</p> <p>Fleet identified and agreed. Procurement arrangements in place with order via three frameworks and maintenance agreement identified. Order timed for end March with confirmed delivery by Dennis Eagle as</p>	<p>The fleet is the same for both types of organisation. There is a view that the fleet as ordered has not taken account of the specifications in writing and could be subject to change. This could well fall out of mobilisation as the mobilisation officer costs the specifications/ SLA's or makes</p>

	<p>confirmed delivery by Dennis Eagle as preferred supplier for RCVs to meet Dec 1st</p> <p>Livery and other branding on hold</p>	<p>preferred supplier for RCVs to meet Dec 1st</p> <p>Livery and branding not required</p>	<p>efficiencies.</p> <p>The key risk is that Dennis Eagle is slow to build but this is to be mitigated by a vehicle replacement offer to plug any gaps so the fleet should arrive in time. There is a need to keep an eye on the light vehicles leasing.</p>
<p>Buildings</p> <p>Green</p>	<p>Action plan in place supported by Stuart Aislabie</p> <p>Dilapidations survey completed and notices ready for service with approx. 70k work required at handback. Leases in preparation by legal.</p> <p>Facilities notified and awaiting scope for proposal of service. Minor work required.</p>	<p>Action plan in place supported by Stuart Aislabie</p> <p>No requirement for leases</p> <p>Dilapidations survey completed and notices ready for service with approx. 70k work required at handback.</p> <p>Facilities notified and awaiting scope for proposal of service. Minor work required.</p>	<p>Buildings will be vacated and mobilisation will need to effectively remobilise an empty shell. This is a practical short term issue that will require sound coordination and planning.</p> <p>There is a key issue in relation to the end date as falling on a Thursday and mobilisation will need to negotiate with Amey or come up with another solution.</p>
<p>Plant and equipment</p> <p>Green</p>	<p>All plant and equipment surveyed and captured with condition in spreadsheet. Current action collecting prices underway for negotiation and replacement</p>	<p>All plant and equipment surveyed and captured with condition in spreadsheet. Current action collecting prices underway for negotiation and replacement</p>	<p>Replacement prices of all plant and equipment are being collated actively. Mobilisation will need to negotiate the cost of retention of existing plant or equipment and come up with a replacement plan.</p>
<p>Subcontractors</p> <p>Green</p>	<p>All sub contractors and contracts collated on spreadsheet with relevant information and scale/ scope. Next step to review with procurement and interim procurement arrangements in place pending OJEU or other procurement requirements downstream</p>	<p>All sub contractors and contracts collated on spreadsheet with relevant information and scale/ scope. Next step to review with procurement and interim procurement arrangements in place pending OJEU or other procurement requirements downstream</p>	<p>The key risk is procurement of contracts as there are none to novate. The procurement service has indicated that there is a safe interim arrangement that can by time to procure new contracts and this is an urgent matter to be resolved next.</p>
<p>Systems and</p>	<p>New contract with Arvato required</p>	<p>Simple change mechanism to existing</p>	<p>Arvato have committed to meeting the</p>

<p>processes</p> <p>Amber</p>	<p>Outline of requirements for Arvato in final drafting. Arvato specification workshop held. Further negotiation required</p>	<p>Arvato contract</p> <p>Revised specification for Arvato in drafting. Arvato work shop held. Arvato commitment to Dec 1st date secured.</p>	<p>implementation date for the DSO as this is significantly easier than the Teckal alternative that have contractual implications.</p> <p>However the key issue is that there is concern about Arvato delivery factors and mobilisation will need to keep a close eye on this.</p>
<p>Finance</p> <p>Green</p>	<p>Action Plan in place supported by Neil Cooper</p> <p>Affordability envelope scoped and awaiting final end of year detail.</p> <p>Financial adviser procured (pending contract) to build finance base cost model and develop business plan. Timelines agreed with consultant and in time.</p>	<p>Affordability envelope scoped and awaiting final end of year detail.</p> <p>Financial adviser procured (pending contract) to build finance base cost budget and develop forward plan. Timelines agreed with consultant and in time.</p>	<p>There is a key piece of mobilisation work here matching the cost of service to the Council's affordability envelope.</p> <p>The Council's accountants are awaiting instruction and finalisation of contract to open spreadsheets.</p>
<p>Service Scope and level</p> <p>Green</p>	<p>Detailed service specifications in final drafting with delivery for March 31st.</p> <p>Cost build up awaiting instruction with consultants on notice and target for May end.</p>	<p>Detailed service specifications in final drafting with delivery for March 31st. Will require modification for SLAs with high confidence of delivery.</p> <p>Cost build up awaiting instruction with consultants on notice and target for May end.</p>	<p>There is key mobilisation work here to cost up the specifications and re scale them to match budget envelopes.</p>
<p>Organisational</p> <p>Green</p>	<p>Shadow Company Board set up with Richard West and Neale Cooper</p> <p>All key steps and key documents and policies identified and scheduled.</p> <p>Articles of association and</p>	<p>Decisions required regarding DSO structure and organisational placement including client arrangements for managing performance and service development/ commissioning.</p>	<p>Project management is briefed this downstream post Dec 1st.</p>

	shareholders agreement drafted		
Governance Amber / Red	<p>Share Holder Board identified with key officers/ members pencilled in.</p> <p>All key dates identified with shadow, company incorporation and directors meetings etc pencilled in.</p> <p>Mobilisation and go live dates identified.</p> <p>Full project plan in place with risk register and issue log.</p> <p>All work streams operative and facilitated with minuted meetings for audit purposes.</p>	<p>Decision requires ratification and Cabinet sign off.</p> <p>Project plan is not dissimilar to Teckal but is relatively more straight- forward to deliver.</p>	<p>Much work has been done setting up the Teckal and it has been widely publicised and communicated.</p>