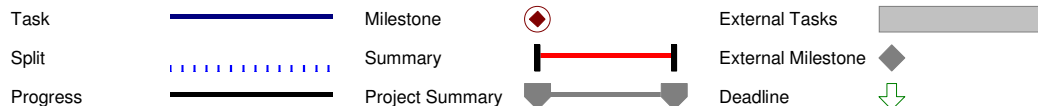


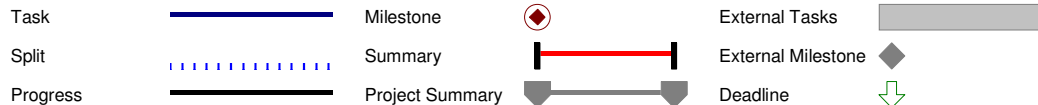
ID	Task Name	Start	Finish	2011												
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
1	REVENUES AND BENEFITS : Shared Services - Programme Plan (high-level) - Draft Version 3	01/07/10	30/09/11													
2																
3	Partnership and Governance	01/07/10	01/11/10													
4	Member Decisions	01/09/10	15/10/10													
5	Report to Members Requesting Approval for Partnership (early September)	01/09/10	03/09/10	L.Bennett,K.Cowell,B.Imison												
6	Approval for Flexible Working - HDC and NWLDC (October)	01/10/10	15/10/10	CEOs,Members												
7	Members Approval for Partnership (all 3 authorities)	30/09/10	30/09/10	30/09												
8	HBBC Council Meeting - September 30th 2010	30/09/10	30/09/10	30/09												
9	Chief Executives and Management Teams	30/09/10	01/11/10													
10	Formal Approval (from Management Boards) for the Partnership	30/09/10	30/09/10	CMT												
11	Create Joint Committee, Members and Chief Executives (August) [dependency on Member approval]	01/10/10	01/11/10	CEOs,Members												
12	Staff Consultation	01/07/10	23/10/10													
13	Consultation on location of shared service (complete by July 26)	01/07/10	26/07/10													
14	Consultation on Accommodation Completes 26/7	26/07/10	26/07/10													
15	Consultation on Flexible Working	06/09/10	04/10/10													
16	Consultation with all staff on the Revs. & Bens. Process (6-8 weeks), 23rd August - 18th October	23/08/10	18/10/10													
17	Staff Consultation Closes	18/10/10	18/10/10	18/10												
18	Consultation on complete proposal – late August (Staff meeting and Trade Unions)	02/08/10	30/08/10													
19	Consultation on proposal closes – structure, travel, redundancy, recruitment of new posts (23rd October)	23/10/10	23/10/10	23/10												
20																
21	Accommodation	01/07/10	30/09/11													
22	Partnership - Accommodation	01/07/10	30/09/10													
23	Councils Management Teams to approve location of partnership (i.e. Accommodation)	01/07/10	01/07/10	CMT												
24	Secure Accommodation (September)	01/09/10	30/09/10													
25	HDC - Accommodation	02/05/11	27/05/11													
26	HDC moving to new location (May 2011)	02/05/11	27/05/11													
27	HBBC - Accommodation	02/08/10	11/10/10													

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				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q							
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul							
28	Consider Logistics for transfer of paper documents - e.g. couriers?	01/09/10	30/09/10																				
29	Purchase Furniture (August)	02/08/10	30/08/10																				
30	Installation of Furniture	31/08/10	31/08/10																				
31	HBBC staff move to new location (Early October)	01/10/10	11/10/10																				
32	NWLDC - Accommodation	01/09/11	30/09/11																				
33	NWLDC moving to new location (September 2011?)	01/09/11	30/09/11																				
34																							
35	Communications and Stakeholder Management	01/07/10	28/10/10																				
36	Develop Joint Communications Strategy	01/07/10	01/07/10																				
37	Agree Communications Strategy (with regular updates for Members)	01/07/10	01/07/10																				
38	Work on media response to Member approval (October)	01/10/10	28/10/10																				
39	Meet with Union Representatives (6th September) - before consultation sent to staff (10th/13th September?)	06/09/10	06/09/10																				
40	Positive media about Partnership (use move to Atkins)	01/09/10	30/09/10																				
41	Commencement of Monthly Bulletins	16/07/10	16/07/10																				
42	Monthly Meetings with Chief Executives	01/07/10	01/07/10																				
43	Monthly Project Board Meetings	01/07/10	01/07/10																				
44																							
45	Customer Services	01/07/10	29/07/11																				
46	Identify Customer Services system requirements for all three authorities	01/07/10	01/07/10																				
47	Identify "quick wins" for Customer Services, and carry out gap analysis	01/07/10	26/08/10																				
48	Share FAQ's/current information between teams	01/07/10	30/07/10																				
49	Begin training for Customer Service teams at HDC and additional training for NWL	01/07/10	30/07/10																				
50	Share and circulate electronic forms between teams	01/07/10	30/07/10																				
51	Begin to develop robust service level agreement with Customer Service Teams (October)	01/10/10	29/10/10																				
52	HBBC consider customer cover when move to new location and provide training as required	02/07/10	27/08/10																				
53	Training for Customer Services Teams on new Revs. And Bens. Software (Oct - July)	01/10/10	29/07/11																				
54																							
55	Finance	01/07/10	29/10/10																				
56	Consider pricing models for tender, data conversion costs etc	02/07/10	27/08/10																				

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				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
57	Liaise with internal Audit services, re: budget proposals	02/08/10	30/08/10	Finance												
58	Agree how budgets will be merged and managed	01/09/10	30/09/10	Finance												
59	Build Budget for a Single, Co-Located Service	01/07/10	01/07/10	Finance												
60	Revise Business case against structure (post award of Revs. & Bens. Contract)	03/08/10	30/09/10	Finance												
61	Identify budget for back scanning	01/10/10	28/10/10	Finance												
62	Identify budget for telephony at the new location	01/07/10	01/07/10	Finance												
63	Agree budgets with Chief Executives (October)	01/10/10	29/10/10	Finance,CEOs												
64																
65	Flexible Working	01/07/10	03/09/10	CEOs												
66	Agreement by Chief Executives on Common Flexible Working for Revenues and Benefits Across All Three Councils (August)	03/08/10	31/08/10	CEOs												
67	First meeting of Flexible Working Group (from all three Councils)	03/09/10	03/09/10	03/09 Ⓢ FlexWork												
68	HDC - Flexible Working	01/07/10	01/07/10	HDC												
69	Identify requirements (equipment, furniture) for Flexible Workers	01/07/10	01/07/10	HDC												
70	Source and order home equipment and furniture	01/07/10	01/07/10	HDC												
71	Arrange installation of broadband lines/services	01/07/10	01/07/10	HDC												
72	Undertake Health & Safety Assessments of home environment	01/07/10	01/07/10	HDC												
73	HBBC - Flexible Working	01/07/10	01/07/10	HBBC												
74	Identify requirements (equipment, furniture) for Flexible Workers	01/07/10	01/07/10	HBBC												
75	Source and order home equipment and furniture	01/07/10	01/07/10	HBBC												
76	Arrange installation of broadband lines/services	01/07/10	01/07/10	HBBC												
77	Undertake Health & Safety Assessments of home environment	01/07/10	01/07/10	HBBC												
78	NWLDC - Flexible Working	01/07/10	01/07/10	NWLDC												
79	Identify requirements (equipment, furniture) for Flexible Workers	01/07/10	01/07/10	NWLDC												
80	Source and order home equipment and furniture	01/07/10	01/07/10	NWLDC												
81	Arrange installation of broadband lines/services	01/07/10	01/07/10	NWLDC												
82	Undertake Health & Safety Assessments of home environment	01/07/10	01/07/10	NWLDC												
83																
84	Human Resources	01/07/10	30/11/10	CEOs												
85	Agreement by Chief Executives on Vacancy Management Salary Protection, and Redundancy Position (CEO meeting, 12th August)	12/08/10	12/08/10	12/08 Ⓢ CEOs												
86	Consultation on flexible working at NWL and HDC	01/09/10	30/09/10	Finance												
87	Agree proposed structure (August)	02/08/10	27/08/10	Finance												

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Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

ID	Task Name	Start	Finish	2011												
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
88	Determine interview panel & process for unmatched posts	01/07/10	01/07/10	HR,R&B - Practitioners												
89	Determine the level of compensation for Travel / Relocation	01/07/10	01/07/10	HR,R&B - Practitioners												
90	Consider applications for VR, reduced working hours, salary protection, re-deployment if not appointed to first choice.	01/07/10	01/07/10	HR,R&B - Practitioners												
91	Preparation of Job Specifications and Job Descriptions (before matching and interviews) - August	02/08/10	30/08/10	HR,R&B - Practitioners												
92	Job evaluation at all 3 councils on new posts	01/07/10	01/07/10	HR,R&B - Practitioners												
93	Matching people to posts (August)	02/08/10	14/08/10	HR,R&B - Practitioners												
94	Carry out interviews for unmatched posts	01/10/10	28/10/10	HR,R&B - Practitioners												
95	Once appointed, 12 weeks notice for changes to contracts	01/10/10	28/10/10	HR,R&B - Practitioners												
96	Decisions of individuals flexible working - i.e. the point where it is agreed that people can work flexibly	01/11/10	30/11/10	HR,R&B - Practitioners												
97	Start to research/produce a Blended Pay Scale, and Other Terms and Conditions	01/07/10	01/07/10	HR,R&B - Practitioners												
98																
99	Information and Communications Technology (ICT)	01/07/10	30/06/11													
100	Create ICT Requirements Specification (i.e. who needs to access what, from where?) for a co-located service	01/07/10	01/07/10	ICT												
101	Explore requirements for email access etc (in-boxes)	01/07/10	30/07/10	ICT												
102	Investigate requirements of GCSX	01/07/10	01/07/10	ICT												
103	Build servers July/August/September	01/07/10	30/08/10	Contractor												
104	Agree standard IT specification across the partnership	01/07/10	01/07/10	ICT												
105	Review of I.T. equipment – note: immediate impact on rolling replacement programme at HDC (by end of August)	03/08/10	30/08/10	ICT												
106	Carry out a software/licence audit (by end of August)	02/08/10	27/08/10	ICT												
107																
108	HDC - ICT	01/07/10	01/07/10													
109	Agree ICT requirements - VOIP, scanners, printers	01/07/10	01/07/10													
110	Installation of ICT Equipment	01/07/10	01/07/10													
111	HBBC - ICT	01/09/10	29/10/10													
112	Agree ICT requirements - VOIP, scanners, printers	01/09/10	30/09/10													
113	Installation of ICT Equipment	01/10/10	29/10/10													
114	NWLDC - ICT	01/07/10	01/07/10													
115	Agree ICT requirements - VOIP, scanners, printers	01/07/10	01/07/10													

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Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

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				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q		
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		
116	Installation of ICT Equipment	01/07/10	01/07/10															
117																		
118	Citrix Server (End Of September / Early October)	01/09/10	28/10/10															
119	HBBC - new server – free up existing for NWL (six weeks – could be middle of November before server is freed up)	01/10/10	28/10/10															
120	Present desktop to each of the Partners (to test link) – preparation work required	01/11/10	30/11/10															
121	Consider – do HDC move to HBBC server OR wait for document management?	01/12/10	31/12/10															
122	Begin Review of Desktop Support	01/07/10	01/07/10															
123																		
124	Conversion (HBBC, NWL and/or HBC - determined by outcome of tender)	01/07/10	30/06/11															
125	HDC - Conversion	01/07/10	01/07/10															
126	Develop Conversion Plan	01/07/10	01/07/10															
127	HBBC - Conversion	01/07/10	01/07/10															
128	Develop Conversion Plan	01/07/10	01/07/10															
129	NWLDC - Conversion	01/07/10	30/06/11															
130	Develop Conversion Plan	01/07/10	01/07/10															
131	Commence conversion at NWL (during November – December) involving users	01/11/10	31/12/10															
132	Conversion activities continue at NWL for users and software provider	01/12/10	31/12/10															
133	NWL "go live" on new system, June 2011	01/06/11	30/06/11															
134	OWBC - Conversion	01/07/10	01/07/10															
135	Possible conversion at OWBC (Outcome of tender could impact availability of server for NWL)	01/07/10	01/07/10															
136																		
137	ICT Infrastructure	01/07/10	29/11/10															
138	Wide Area Network (WAN)	01/07/10	29/11/10															
139	Communication lines – quotes back and award	01/07/10	26/08/10															
140	Communication lines in place (could be October)	01/10/10	29/11/10															
141	Telephony	01/07/10	30/09/10															

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Task		Milestone		External Tasks	
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ID	Task Name	Start	Finish	2011																		
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q						
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul						
171	Meeting Scheduled with Capita to discuss their proposal, Road Map, etc.	10/09/10	10/09/10			10/09																
172	Award of Revenues and Benefits Contract	04/10/10	11/10/10																			
174	Electronic Document Management System (EDMS)	01/07/10	08/07/11	[Blue bar spanning from 01/07/10 to 08/07/11]																		
175	EDMS - General Items	02/07/10	30/11/10	[Green bar spanning from 02/07/10 to 30/11/10]																		
176	Staff visit (from NWL and HDC) to HBBC to see how document management works	02/07/10	27/08/10																			
177	Circulate top tips for back scanning	02/08/10	30/08/10																			
178	Develop shared document retention policy	01/11/10	30/11/10																			
179	Tender for EDMS	12/10/10	05/01/11																			
180	Prepare Specification for an EDM System (by 10th August)	12/10/10	19/11/10																			
181	Commence procurement of EDMS (6-8 week process)	12/10/10	06/12/10																			
182	Award EDMS Contract (end of October)	07/12/10	05/01/11																			
183	EDMS - Implementation	01/09/10	08/07/11	[Green bar spanning from 01/09/10 to 08/07/11]																		
184	8th November onwards – build document management server	08/11/10	08/11/10																			
185	Post award EDMS, review of best use	06/01/11	08/07/11																			
186	Consideration of hardware implications for HDC and NWL for document management (scanners and dual screens) - End of	01/09/10	30/09/10																			
187	HDC	01/10/10	30/11/10																			
188	Procure hardware for EDMS at HDC (October)	01/10/10	29/10/10																			
189	Commence document management implementation at HDC	01/11/10	30/11/10																			
190	Staff Training on Document Management	01/11/10	30/11/10																			
191	HBBC	01/10/10	30/11/10																			
192	Procure hardware for EDMS at HBBC	01/10/10	29/10/10																			
193	Commence document management implementation at HBBC	01/11/10	30/11/10																			
194	Staff Training on Document Management	01/11/10	30/11/10																			
195	NWLDC	01/10/10	29/04/11																			
196	Procure hardware for EDMS at NWLDC	01/10/10	31/03/11																			
197	Commence document management implementation at NWLDC	01/11/10	29/04/11																			
198	Staff Training on Document Management	01/11/10	29/04/11																			
199	Consolidate Shared Services document management solution before moving to the shared services location	01/12/10	01/12/10																			
200	EDMS - Back Scanning	01/07/10	31/12/10	[Green bar spanning from 01/07/10 to 31/12/10]																		

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The following questions/notes have been raised for consideration:

- (01) Consideration of “quality” of Customer Services – needs to commence now
- (02) . Need very experienced staff to represent Partnership at main office/front line
- (03) Should there be a low level “drip-feeding” of training before full training begins
- (04) August is a peak holiday period so plans concerning staff may need to be refined
- (05) Acceptance that performance MAY be affected during implementation
- (06) Concern over jobs
- (07) Consider what penalty if SLA with CS not met
- (08) Will there be new furniture for Partnership?
- (09) What if someone has already been set up for flexible working and then their “Partnership” job is not suitable for flexible working?
- (10) Review best practice on Document Management
- (11) Decision online documentation/legislation
- (12) Include Customer Services in any scanning discussions
- (13) Agree to set up Customer Services Liaison Teams
- (14) Implications of change is procedure on staffing structure
- (15) Ensure that we have a prepared response for the Media on any major decisions
- (16) Review the Business Case not just for impact of staffing structure, but to ensure all costs (includes ICT) are included for the proposed co-located service?
- (17) How best to group items?