

Update on Local Government Reorganisation: Moving into transition and transformation

16 May 2023



Somerset
Council

What we will cover today

1. Update on what was delivered to make the new Council
 - ✓ Products: Tranche 1 delivery overview
 - ✓ What looking different on Vesting Day?
 - ✓ Some lessons learnt
2. The new programme for transition and transformation:
 - Why it matters
 - A corporate (i.e all parts of the Council) approach to transition and transformation
3. Next steps to keep the Committee informed and involved

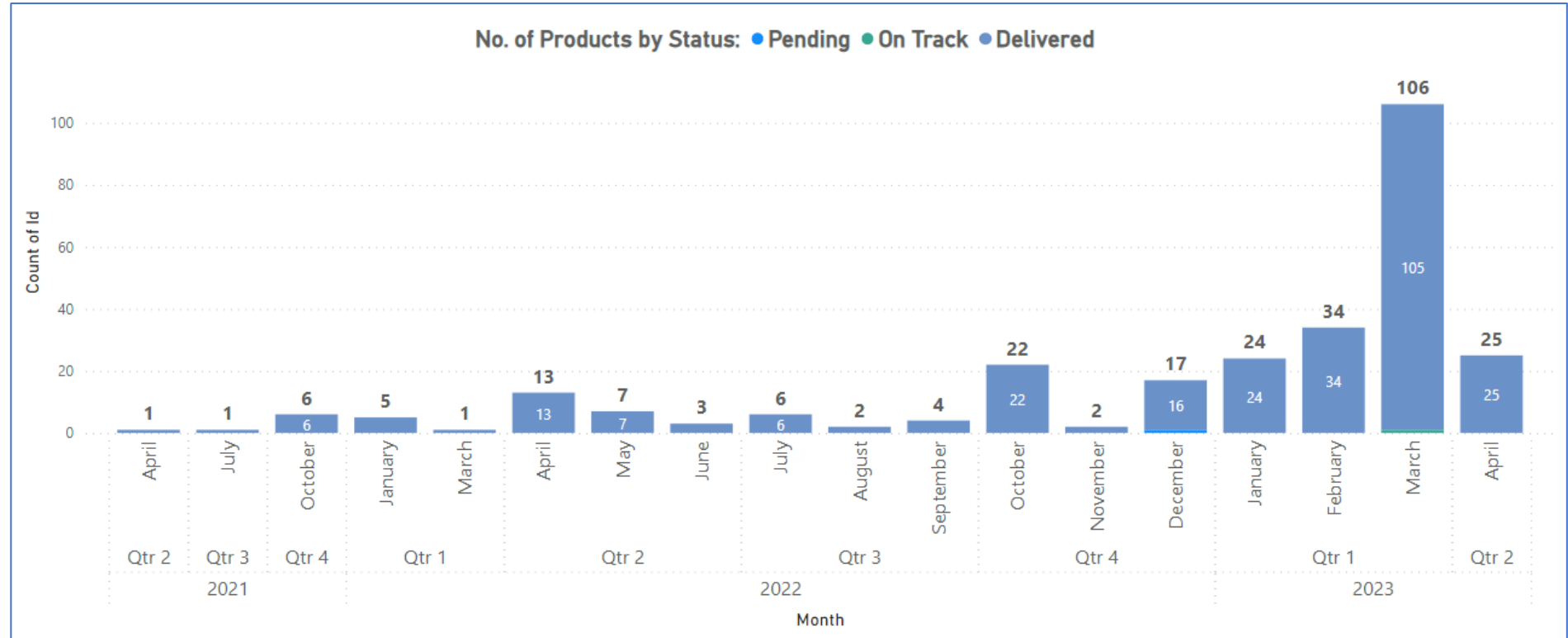
Tranche 1 Delivery Overview

281 Tranche 1

Products have been delivered to date.

8 remain. Of these 8: -

- 3 are on track
- 3 are overdue
- 1 is pending
- 1 is not started / on hold.



What looked different on Vesting Day?

Changes: what did people see and feel from day 1?

Customers

- One telephone number
- One website
- Customer promise/standards
- New branding (phased roll-out)
- 19 Customer Access points

Services

- Baselined services standards for Day 1
- Emergency and Business Continuity Plans (a legal requirement)
- Continuity of services for customers

Staff and Members

- New ID cards
- Single ICT system for staff and Members: access to resources and each other
- Visible leadership including a new senior leadership team
- Staff TUPE'd into the new council
- Operating Model
- Critical day 1 strategies: digital, customer access, data, technology, single housing strategies

Changes to local government is done in Somerset

- Taunton Town Council
- Constitution, governance and decision-making arrangements

Delivery before and on Vesting Day

Lessons Learnt

Transparency is critical – it makes a significant difference

- Members
- Managers
- Especially those not involved in the programme

Rigorous and proportionate management sets us up to succeed

- Back-office systems to make management easier: celebrating success, learning lessons, challenging difficulties, escalation
- Supports transparent communication and engagement with all

Don't lose focus of the way we created a new council

- Don't lose sight of the need to deliver benefits
- Manage risk robustly
- Empowerment but with accountability
- Culture change – how people adapt to new things – is critical

**LGA Peer Review of our Unitary Programme:
“Day 2 and beyond”**

- Articulate vision and plans for the future: have a clear purpose
- Take the time required to do that: stop, think, create space: allow time for “tranche 2” (our transition)
- Continue to manage risk strongly
- Establish clear milestones and that there is capacity to meet them
- Work with partners: they want to work with Somerset Council
- Bring staff on the journey
- Elected Members are critical to success: their advice, ideas and challenge

The new programme

What will this look like?

- As per the Transition and transformation Programme Blueprint, a single programme bringing all service alignment, improvement, transformational and cost reduction activities together
 - Transition programme (upto 24 months)
 - Full alignment of the majority of services (systems, processes, contracts, data)
 - People change – development of behaviour and culture, competencies and capabilities
 - Strategy Development
 - Transformation projects and programmes
- A single overarching Transition, Transformation & Change Board
- Programme Management Office built on LGR, Peer Review and other learning
- Benefits realisation management central to our approach

The new programme

Why have a programme?

It delivers planned benefits and helps us take advantage of opportunities

- It enables **delivery of shared outcomes and defined benefits**
- We can work as a single organisation and with partners to **achieve more with the resources we have.**
- It creates a hub of programme **expertise and a framework that supports** all of us to deliver the council's objectives effectively and be **accountable as well as empowered** to act.
- It will be **visible and transparent**, meaning we can all be assured that work is proceeding as expected, avoid or fix problems, and challenge poor practice.
- It **supports prioritisation of work** and allows difficult decisions to be taken transparently and with confidence.
- It enables the council to **deploy limited resources (money, people) confidently**
- A single, understood approach helps us all be confident we can achieve critical outcomes such as **delivering the Council Plan, meeting MTFP savings targets and reducing demand for services**

Opportunities for the Transition

Service & System Alignment

Operational Optimisation

ASC, PH & children's services embedded into the programme

Delivering LGR Business Case Benefits and MTFP

Digital and ICT

Business Readiness & Organisational Development

Opportunities for Transformation

Service Improvement & System Integration

Operational Excellence

Single transformation programme across the Unitary

Delivering long term sustainability

Digital First Embedded across SC

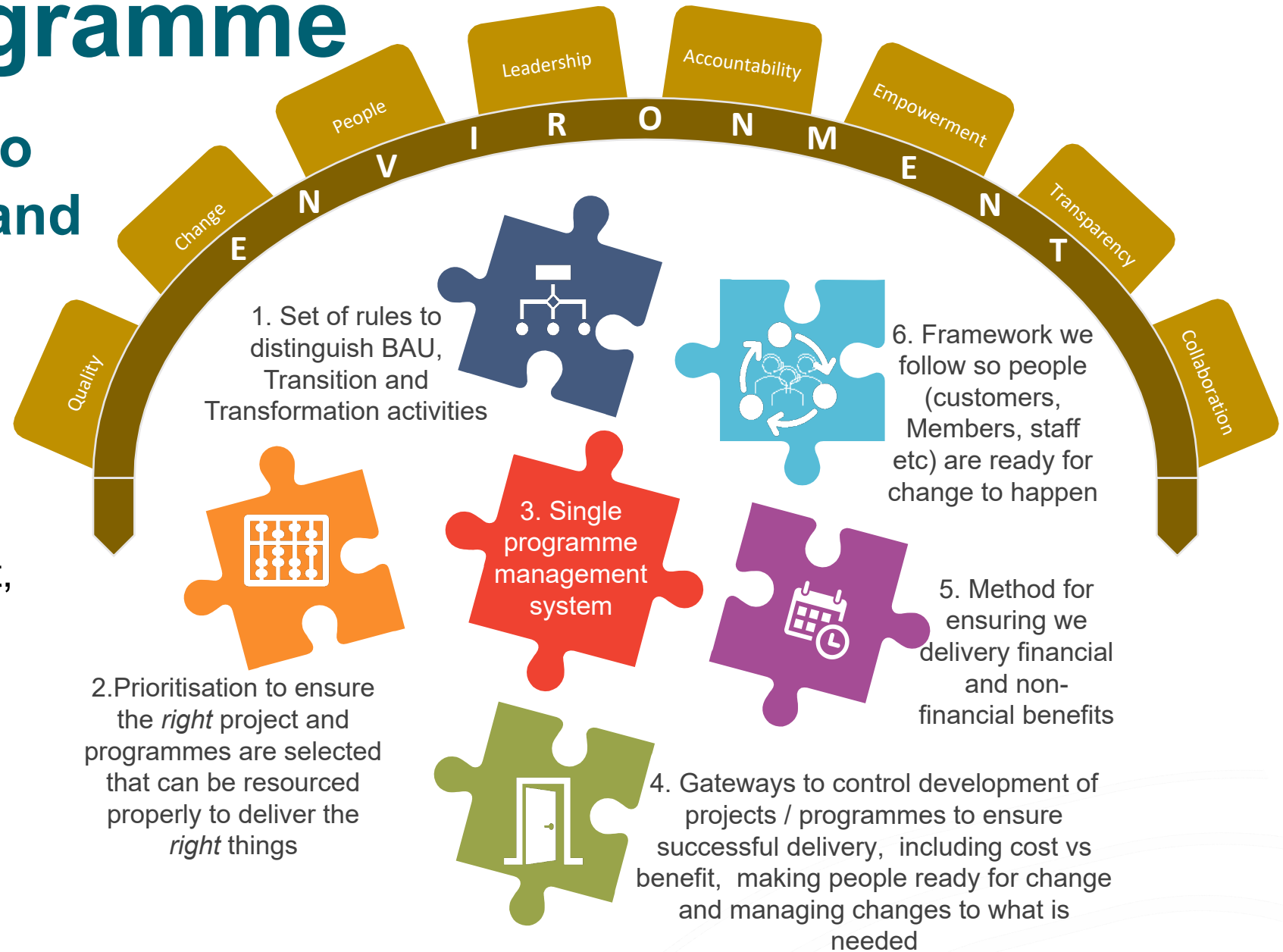
Organisational Culture & Continuous Improvement

The new programme

Corporate Approach to Managing Transition and Transformation Programmes

Using an agreed Transition and Transformation Blueprint, we will bring all Somerset Council service alignment, improvement, transformational and cost reduction activities together.

This means there will be a single corporate approach managing these programmes.



Next steps

Keeping the Committee informed and involved

The Programme Management Office propose to work with the Committee so you:

- Have assurance that the programme is created effectively and can do what it says it will
- Are able to scrutinise the right things at the right time so you can :
 - Offer challenge and advice to officers and Executive
 - Input into the design and development of projects, strategies and other work
- Have assurance that the transition and transformation programmes are delivering what is required, and that something is done if they are not

Time for Questions



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