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# New Somerset Council

## LGR Implementation Board Monday 14 November 2022 2.00 pm

To: The Members of the LGR Implementation Board

Cllr D Fothergill, Cllr V Keitch, Cllr L Leyshon, Cllr McGinty, Cllr F Purbrick, Cllr B Revans, Cllr F Smith-Roberts and Cllr R Wyke

All Somerset County Council and District Council Members are invited to attend meetings of the Somerset Local Government Reorganisation Joint Committee.

Issued By Scott Wooldridge, Strategic Manager - Monitoring Officer, Somerset County Council  
– Date 04<sup>th</sup> November 2022

For further information about the meeting, please contact Andrew Melhuish on [Andrew.melhuish@somerset.gov.uk](mailto:Andrew.melhuish@somerset.gov.uk) or Laura Woon on [Laura.woon@somerset.gov.uk](mailto:Laura.woon@somerset.gov.uk)

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

This agenda and the attached reports and background papers are available via the council's website on [www.somerset.gov.uk/agendasandpapers](http://www.somerset.gov.uk/agendasandpapers)



**RNID typetalk**

## AGENDA

Item LGR Implementation Board - 2.00 pm Monday 14 November 2022

1 **Apologies for Absence**

To receive Board Member's apologies.

2 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils can be viewed on the Council Website at County Councillors membership of Town, City, Parish or District Councils and this will be displayed in the meeting room (Where relevant). The Statutory Register of Member's Interests can be inspected via request to the Democratic Service Team.

3 **Draft Minutes from the last meeting held on 27th September 2022** (Pages 5 - 12)

The Board is asked to confirm that the draft minutes of the previous meeting are accurate or to agree any amendments that are necessary.

4 **Public Question Time**

The Chair will allow members of the public to present a petition on any matter within the Board's remit. Questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered (see guidance notes).

5 **Programme Update including scorecard update** (Pages 13 - 16)

To receive a presentation

6 **Risk update** (Pages 17 - 32)

To receive a presentation.

7 **Local Community Network (LCN's)- To Follow**

To receive a presentation.

8 **Asset and Service Devolution Strategy** (Pages 33 - 46)

Item LGR Implementation Board - 2.00 pm Monday 14 November 2022

To receive a presentation and consider the recommendations.

9 **Updated Implementation Plan and Strategic Objectives** (Pages 47 - 96)

To consider the report.

10 **LGR Implementation Board Forward Plan** (Pages 97 - 98)

To review the work programme for the Board

11 **Any Other Urgent Items of Business**

The Chair may raise any items of urgent business.

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**Minutes of a Meeting of the Local Government Reorganisation  
Implementation Board held 2.00 pm, Tuesday 27<sup>th</sup> September 2022**

**Luttrell Room, County Hall, Taunton**

PRESENT

CLlr V Keitch – Lead Member for LGR and Prosperity, Somerset County Council (in the Chair)

**Present**

CLlr J Clark – South Somerset District Council

CLlr L Leyshon – Deputy Leader, Lead Member for Finance and Human Resources – Somerset County Council

CLlr B Revans – Leader, Somerset County Council

CLlr R Wyke – Lead Member for Development and Assets, Somerset County Council

CLlr S Wakefield (substitute) – Somerset West and Taunton

CLlr D Fothergill – Somerset County Council

CLlr F Purbrick – Somerset County Council

CLlr F Smith-Roberts – Lead Member for Communities, Somerset County Council

**Other Members present – virtual**

CLlr A Dingwall – Somerset County Council

CLlr A Kendall – Somerset County Council, Yeovil Town Council

CLlr T Lock – Somerset County Council, Yeovil Town Council

CLlr M Lovell – Somerset County Council, Shepton Mallet Town Council

CLlr S Osborne – Somerset County Council, Ilminster Town Council

CLlr J Roundell Greene – Somerset County Council

CLlr Bob Filmer- Somerset County Council

CLlr Mandy Chilcott- Somerset County Council

CLlr Norman Cavill- Somerset County Council

CLlr Frances Nicholson- Somerset County Council

CLlr John Hunt- Somerset County Council

CLlr Woodman-Cook- Somerset County Council

CLlr Helen Kay- Somerset County Council

CLlr Peter Clayton- Somerset County Council, Sedgemoor District Council and Burnham- on- Sea and Highbridge Town Council.

CLlr Peter Seib- Somerset County Council

CLlr Theo Butt Phillips-- Somerset County Council

CLlr Mike Stanton- Somerset County Council

Cllr Diogo Rodrigues- Somerset County Council  
Cllr Lucy Trimnell-- Somerset County Council  
Cllr Tony Grimes- Somerset County Council  
Cllr Tessa Munt- Somerset County Council  
Cllr Mike Murphy- Somerset County Council

## **1 Apologies**

Cllr D McGinty – Leader, Sedgemoor District Council

## **2 Declarations of Interest – Agenda item 2**

Declarations of interest – none.

## **3 Minutes from the last meeting – Agenda item 3**

The minutes of the previous meeting held on 29th July 2022 were approved as a correct record and signed by the Chair.

## **4 Public Question Time (PQT) – Agenda item 4**

The Chair informed the LGR Implementation Board that no public representations had been received by the submission deadline.

## **5 Programme Update- Agenda item 5**

The Chair of the LGR Implementation Board, Cllr Val Keitch, invited the LGR Programme Director, Alyn Jones, to present the presentation.

The LGR Programme Director, with the aid of a PowerPoint presentation, proceeded to present the report, highlighting; the overall programme status of Amber, Product delivery and the resourcing remains a challenge. The following matters were covered:

- Programme update including the progress update
- PwC Assurance Report
- PwC Monthly
- Community Governance Review Progress Update

Director of PwC public practice Erica Ballmann and Ian Evans with the aid of a PowerPoint presentation proceeded to present the report highlighting; The

key products of the MTFP, Activity Analysis and LGR workstreams with the development of the TOM (Target Operating Model) through a series of interim states to provide the programme with a clear steer and direction in the coming months and years (beyond Vesting Day). A holistic review of these changes should take place at Programme Board level to ensure the full impact is acknowledged and interdependencies identified and mitigated against. There is an ever-increasing risk around capacity and capability of sub-workstream leads to deliver their products to meet key milestones.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included; Clarification in the proposed next step in regards to a clear sense of leadership and decisions and problems being solved. The ongoing issues with TOM and the Delays around tier 2 and 3. The milestone plan the board has not seen any in the last few meetings. The target operating model is still to be defined and would not be defined until the new Chief Executive started; at that point the recruitment will start for the appointments of Tier 2 and Tier 3 would this be through an open recruitment process and will the positions be filled by November Full Council meeting. If a judicial review is brought against Taunton Town Council will this stop the process.

The Director of PwC public practice acknowledge that it is a statement that is made of a programme of this size and its about having a forward plan for decision to be made and considered by the programme board. The advice is to make sure the operating model is in place as soon as possible as this will inform where resources go and type of organisation that members would like and outcomes to drive for the residents of somerset.

The Chair of the LGR Implementation Board, Cllr Val Keitch, in response to points raised, acknowledged and shared the concerns and would like a forward plan from the programme team in the future.

The LGR Programme Director responded to the points raised, the report for PwC is a retrospective look and the operating model is critical to the delivery of the authority. The programme has developed the timeline associated with the operating model and discussed with executive in order to progress and ensure the support and will be scheduled to come back to the board to deliver the business case. A forward plan does exist and reviewed weekly and will share at future meetings. Organisational change procedures and those policies are going through HR committee in October setting out the principle of those appointments. Tier 2 will be made by Christmas delays in the process of the new Chief Executive to understand his views on the structure. The matter on

Taunton Town Council will be taken away and considered of what implication of that would be and discuss with colleagues at Somerset West and Taunton District Council.

The LGR Programme Director commented that he noted the formal forward plan, rolling plan and programme plan to be presented to each meeting on the LGR Implementation Board in the future.

**that the LGR implementation Board RESOLVED:**

**To review and note the scorecard.**

**To review the contents of the report**

## **5 Risk Update - Agenda item 6**

The Chair of the LGR Implementation Board, Cllr Val Keitch, welcomed

The LGR Risk Manager Angela Farmer introduced the report, highlighting; 19 Programme level risks two most recent agreement not reached with trade unions on pay scale and overspend on the LGR Implementation budget. The LGR Joint Scrutiny committee raised concerned about how risk was scrutinised, the overall conclusion of the committee was that three risks were to be looked at in greater depth including Risk 10 the budget cap, Risk 11 the insufficient people resources and risk 12 loss of staff.

The LGR Implementation Board proceeded to debate the report and invited comments from other members present, points raised included: the diagram in the risk register to include arrows to determine in the changes to understand if the risks are getting better or worse. Concerns about the residual score is close to the inherent score; the language used in risk 11 and 12 in terms of risk to people talking about resources delivering the program. Risk 12 wording should be around essential to service delivery. A further risk to be added JR relating to the delivery of the Taunton Town Council as part of this project.

The LGR Risk Manager responded to points raised, noting that direction of travel indicator will is going to programme board this week agreement to be added. From a risk perspective, SCC have worked together with PwC to align assurance and risk and some work to continue. In respect to the people risk the wording may be changed this presentation is also going to scrutiny and will gather their comments.

The LGR Programme Director responded to the points raised about challenge on the risk wording, a sufficient gap between program level risk and general business as usual level risks. The validation of the work in terms of change management processes need to be carried out and the work developing in the



background led by the people workstream. The need to validate and to make sure it's fit for purpose the scorecard referred to Business readiness being established to achieve. Highlighting the steps to be taken to ensure on day one of the new council is ready. The program strategy was always to develop our tranche three work in and around October.

**that the LGR implementation Board RESOLVED:**

**To note the current programme level risks and the changes that have taken place since the last report.**

**To note that programme level risks have been presented to LGR Joint Scrutiny committee on the 19th of August and the overview from that committee**

## **7 Local Community Networks: update and items for Board review - Agenda item 8**

The Chair of the LGR Implementation Board, Cllr Val Keitch, invited LGR Workstream Lead for Customers and Partnerships, Jan Stafford, to present the report

LGR Workstream Lead for Customers and Partnerships, with the aid of a PowerPoint presentation, proceeded to present the report, highlighting on the LCN and progress to date, which included a breakdown of the consultation questions for the Committee to provide feedback. The LCN journey to date; the timetable, milestones and phasing of LCN development, implementation and delivery including the consultation of launch and support. The feedback responses from individual, partners and stakeholders. The three aspect of consultation Function including roles and responsibilities, form including development of options for LCN boundaries, participation are the barriers and the name.

The aim of the LCN's were presented of what the questions were asked as part of the consultation to gathering feedback and options from the board including boundary proposal, Proposal A, Proposal B and Proposal C.

The LGR Implementation Board proceeded to debate the report and invited comments from other members present, points raised included: Local physical space in each of the Local Communities. The parameters and community facilities are part of the mapping; the population and travel to work areas were taken into account in preparing the options a response was given via the email address provided; Town and Parish conferences start next week and would ask all to attend for an opportunity to hear more about the LCN's; the figures around population to look at urban areas differently to the rural areas;

Comments around the boundary to proposal and explaining to parishes that they are proposals not changes; MTFP positions and affordable approach due to factors national that is out of SCC control; the balancing of the budget to ensure the right communities are set up from the beginning; The savings in the budget will not be realised in the first year of unitary; the geographics in the rural areas and no public transport to keep locally to allow more attendance; Reaching out to the communities for the engagement and being proactive in creating an inclusive public meeting; hybrid meetings in the future and the LCN's being vibrant and subjects that residents can make a difference; the potential of LCN's overlapping with Town and Parish Councils and how different the responsibilities will be. Local can be misleading in the name and the board debated the different meaning in the words.

The LGR Programme Director responded to the points raised about the parameters and community facilities that the data team have a comprehensive report and will be shared with the board. Proposal B distributes the population size evenly. Testing through piloting and talking to residents and using live experiences is important to people.

The Chair of the LGR Implementation Board, Cllr Val Keitch, in response to points raised, acknowledged about engaging and including everyone and being inclusive with delivering the LCN's

## **RESOLVED**

**That following consideration of the officer report, appendices, PowerPoint presentation and discussion, the LGR Implementation Board:**

### **8 Exclusion of Press and Public**

The Chair of the LGR Implementation Board, Cllr Val Keitch, invited the LGR Board to consider passing a resolution having been duly proposed and seconded and the board resolved that under Section 100A(4) of the Local Government Act 1972 the public be excluded from the next item of business on the grounds that it involved the likely disclosure of exempt information.

### **8 Confidential item New Council Branding**

The SCC LGR Communications Lead Officer, Chris Palmer, gave a presentation on the branding for the New Council.

Discussion was had on the work that had been carried out on the branding and councillors thanked officers for the work.

**11 AOB – agenda item 12**

(The meeting ended at 4.51pm)

Chair

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# New Somerset Council

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**Implementation Board: LGR Programme Update**

**14<sup>th</sup> November 2022**



# September Reporting Period Scorecard

LGR in Somerset - Top Level Programme Scorecard - Position as of End of Sep 2022 [USING AVAILABLE DATA]

Overall RAG		Resources		Schedule	
Last Period	This Period	Last Period	This Period	Last Period	This Period

Overall Prog. RAG	A	A	A	A	G	G
Assets Optimisation: Property	A	A	A	A	A	A
Assets Optimisation: Technical	A	A	G	G	G	G
Communities, Customers & Partnerships	G	G	G	G	G	G
Finance	A	A	A	A	A	A
Governance	G	G	A	A	G	G
People	G	A	A	A	G	A
Service Alignment	A	A	R	R	A	A

## Programme Overview

The programme remains as an Amber RAG overall due to some slippage to programme delivery and continuing resourcing pressures in key areas of the programme leaving limited or no resilience in the event of unexpected absences. The extent of fixed term, agency and interim staff supporting programme delivery is being assessed to understand any risks associated with these staff seeking alternative employment before their contracts end.

The top structure for consultation and timeline for appointments to tiers 2 and 3 has now been agreed, but this delay has impacted other programme deliverables and means we will need to manage change for our customers and staff in more compressed timescales in some instances. The increased MTFP gap and shift in approach away from sub workstreams means clarity is now required on the pace of change possible post vesting day towards more optimum ways of working within available resources, as part of finalising future tranches of the programme.

The Chief Executive being in post will now bring more stability for staff and greater clarity on strategic direction for key areas of the programme that can now progress. TUPE consultation is intended to start in early November and messages to staff on timing and sequencing of restructuring will be communicated. This will lead to greater certainty for staff and help mitigate the risk of staff being lost from key delivery roles.

The PMO/Business readiness group is co-ordinating the programme's approach to readiness for day 1 by defining, enabling and assessing what matters most for our staff, customers and new organisation. The day 1 readiness framework and checklists will provide additional focus on, and intent for, outcome focused delivery and assurance, as well as helping to define the ambition and capabilities required for a successful day 1. There is a need to understand the day one structure for all services that will be created below the new senior management structure in order to enable sub workstreams to finalise day one readiness planning based on known changes to team resources and skills.

The Single Platform cut-over for SSDC, whilst resource intensive, has been implemented and managed successfully, with learning captured to inform future change and adoption planning of the next cut-over for Sedgemoor DC

## Awareness Programme

Across the programme, in order to progress Service Readiness planning for vesting day, workstreams are feeding back that they need to better understand the day one structure for services, that will be aligned under the new senior management structure. Understanding the changes in skills, posts and capacity is necessary to enable robust readiness planning to take place.

On the back of feedback from workstreams Communication Workstreams are mobilising a stakeholder comms and engagement plan which will enable an overview of planned stakeholder engagement across the programme to ensure coordinated approaches and effective use of resource. This includes staff change and adoption activity e.g. training to understand constraints and ensure prioritisation where necessary.

## CCP

•Working on a proposal to mobilise a new sub workstream to bring together SMEs working on Community Development products enabling strengthened engagement with Voluntary, Community, Faith and Social Enterprise sector (VCFSE).

## Governance

•Increasing risk around the ability of the Legal team to provide legal impact assessments for LGR delivery and MTFP based on an anticipated spike in demand. The workstream will circulate further comms to ensure all workstreams are engaging legal on impact assessments.

•With completion of the new Corporate Plan delayed until February 2023 the impact on the new Business Plan timing needs to be considered, with the tier 2 and 3 appointments timeline also factored in. Further day one Performance Management arrangements will need to be clarified and planned for.

## SAI

•Additional pressure regarding the need for informal meetings with Exec Members and the problem of there not being designated portfolio holders for the district services arriving on 1st April. Discussion have now taken place between Programme Director and Executive Lead Member to determine the agreed route where designated portfolio holders are not in place to avoid unnecessary delay or additional pressure on the Executive

## Finance

•Financial pressures now confirming significant financial gap for the new council, both in-year and for the MTFP, with inflation being a main factor. Previously slipped activity has now had timelines revalidated based on available resource and viable delivery dates. However, MTFP is a dynamic situation, meaning there are some known parts of the plan which will/may slip; these will be monitored and impacts on dependent deliverables assessed as required. The work being completed externally to benchmark cost envelopes for services to help mitigate the risk of identifying insufficient savings is delayed and unlikely to be ready until 4th November at the earliest. If the benchmark data doesn't identify the LGR business case savings as expected alternative options will need to be identified and this activity will require resources detracting from other LGR delivery.

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## Resource

Resources by Sub-Workstream	Last Period	This Period
<b>Total Sub-Workstream Scorecards:</b>	<b>97</b>	<b>101</b>
Sub-Workstreams Sufficiently Resourced	72	73
Sub-Workstreams with Borderline Resources	17	20
Sub-Workstreams Inadequately Resourced	8	8
<b>No. of Products</b> within Inadequately Resourced Sub-WSs	<b>39</b>	<b>129</b>
<b>No. of Tranche 1 Products</b> within Inad. Resourced Sub-WSs	<b>13</b>	<b>4</b>

## Time

Time used and remaining until Vesting Day (April 2023):	Last Period <small>(As of)</small> 31/08/2022	This Period <small>(As of)</small> 30/09/2022
Time Used <small>(Since Oct 2021)</small>	<b>334 Days (61%)</b>	<b>364 Days (67%)</b>
Time Remaining	<b>213 Days (39%)</b>	<b>183 Days (33%)</b>

## Product Delivery (Tranche 1 and 2)

	All Workstreams	All T1 & T2 Products	Tranche 1	Tranche 2
Page 16	<b>Total Number of Products</b>	<b>277</b>	<b>209</b>	<b>68</b>
	<b>Delivered</b>	<b>40</b>	<b>40</b>	<b>0</b>
	<b>On Track</b>	<b>207</b>	<b>152</b>	<b>55</b>
	<b>At Risk</b>	<b>2</b>	<b>2</b>	<b>0</b>
	<b>Off Track</b>	<b>6</b>	<b>5</b>	<b>1</b>
	<b>On Hold/Not yet Started</b>	<b>22</b>	<b>10</b>	<b>12</b>

## Milestone Delivery (Tranche 1 and 2)

	All Workstreams	All T1 & T2 Products	Tranche 1	Tranche 2
<b>Total Number of Products</b>	<b>910</b>	<b>706</b>	<b>204</b>	
<b>Delivered</b>	<b>271</b>	<b>239</b>	<b>32</b>	
<b>On Track</b>	<b>530</b>	<b>392</b>	<b>138</b>	
<b>At Risk</b>	<b>5</b>	<b>4</b>	<b>1</b>	
<b>Off Track</b>	<b>46</b>	<b>33</b>	<b>13</b>	
<b>On Hold/Not yet Started</b>	<b>20</b>	<b>0</b>	<b>20</b>	



## **LGR Implementation Board – programme level risk update**

**14<sup>th</sup> November 2022**

**Angela Farmer**

### **Ask of LGR Implementation Board**

1. Note the 19 risk now on the programme level register
2. Note the updates from the last meeting and to the register
3. Note the feedback from LGR Joint Scrutiny from 27<sup>th</sup> October
4. To identify anything further the committee wish to consider as a risk for the programme

### **Key points for discussion:**

1. The current programme level risks and the changes since the last report to the Implementation Board

# LGR Risks - October 2022

## Programme Level Risks:

Overview of total number of risks:

Workstream	Total N
Finance	3
People	6
SAI	3
CCP	2
PSG/PMO	5

Residual likelihood Score of Programme level Risks

Remote	Unlikley	Possible	Probable	Certain
0	6	10	2	1

Likelihood score	PL risk
Probable	<ol style="list-style-type: none"> <li>Loss of staff</li> <li>Unforeseen emergency</li> </ol>
Certain	<ol style="list-style-type: none"> <li>Budget gap</li> </ol>

## Workstream Risks ( Sept scorecard)

Overview of total number of risks:

Workstream	Total number of risks	
	August	September
People	26	33
CCP	13	20
SAI	67	70
Finance	23	23
Assets	36	36
Governance	24	25
<b>Total:</b>	<b>189</b>	<b>207</b>

# Risk Update from last meeting

## Following Implementation Board 27<sup>th</sup> September:

Areas raised by Board	Response and update
Taunton Town Council – Judicial Review – potential risk	This is being managed through the Governance workstream – risk 362 – risk of legal challenge to review and order
Risk 11 and 12 wording	<p>Risk 11 – The risk that there are insufficient people resources to implement LGR programme and deliver approved business case Amend to – <i>Insufficient people resources to implement the LGR programme</i></p> <p>Risk 12 – Loss of staff from County and District deemed essential to the programme Amend to: <i>Loss of staff from County and District, impacting the work of the councils and programme</i></p>

# Risk Update

Changes to the register since the last report

Ref	Risk description	New/closed/change	Comments
24	There is a risk that legacy councils may make spend commitments that adversely affect implementation and benefits delivery	Close	Risk was closed as mitigated by S24 direction
367	The risk of the 5 councils overspending on the 22/23 budget and having to use reserves	New	Replacement for risk 24, awaiting mitigation – so not currently on the register
358	The risk that the process of appointments to T2/T3/T4 roles could result in an employment claim if process is not followed properly	New	

## Risk Matrix – update

Following requests from both SCC Audit Committee and LGR Implementation Board, the risk matrix has been review to a straightforward 5x5 matrix, as set out in the next slide

The revised risk register, with revised scores can be seen at the end of the presentation

# Risk Matrix – 1<sup>ST</sup> October 2022

<b>5</b> <b>Certain</b> >75% chance	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>
<b>4</b> <b>Probable</b> 51 to 75% chance	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>	<b>20</b>
<b>3</b> <b>Possible</b> 26 - 50% chance	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>	<b>15</b>
<b>2</b> <b>Unlikely</b> 6 - 25% chance	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
<b>1</b> <b>Remote</b> 0-5% chance	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Minimal</b> <b>1</b>	<b>Limited</b> <b>2</b>	<b>Moderate</b> <b>3</b>	<b>Significant</b> <b>4</b>	<b>Catastrophic</b> <b>5</b>
<b>IMPACT (B)</b>					

## Direction of Travel

The same committees also requested that a direction of travel indicator was added to the register so that Members could see movement of the risks on the register

Descriptor	Meaning	Measurement
Red Arrow	Risk increasing	Changes made to score or residual score increased
Amber Arrow	No change	No actions being delivered or residual score remains the same
Green Arrow	Risk reducing	Actions being delivered or residual score reduced

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
10	There is a risk of a significant budget gap for new Somerset Council in 2023/24 when districts and County budgets combine, significantly impacting the financial stability of the new Council	<ul style="list-style-type: none"> <li>Inability to set a balanced budget</li> <li>Reductions in service budget and levels</li> </ul>	20	<ul style="list-style-type: none"> <li>Finance and asset protocol across 5 councils</li> <li>S24 Notice from DHLUC effective May 2022</li> <li>Budget monitoring processes in the 5 councils</li> <li>Establishment control processes (People)</li> <li>Development of 22/23 baseline budget for new Council, to provide basis for the development of MTFP for new Somerset Council and 23/24 budget (</li> </ul>	20	
15	Failure of workstreams/projects to achieve their expected financial benefits as described in business case	<ul style="list-style-type: none"> <li>Lack of achievements of promised overall programme benefits</li> <li>Programme does not meet stakeholder expectations</li> <li>Inability to set a balanced budget</li> </ul>	16	<ul style="list-style-type: none"> <li>Robust benefits realisation plan in place</li> <li>Early modelling / forecasting of cash-benefits</li> <li>Monitoring through programme reporting framework including escalation and intervention</li> <li>Dedicated LGR Programme Manager in post</li> <li>Tranche 1 products agreed</li> <li>Work on Tranche 2 products started</li> </ul>	12	
26	The risk that the back-office ERP (Enterprise Resource Planning) system not sufficiently implemented to support the new authority	<ul style="list-style-type: none"> <li>Inability to pay invoices, raise invoices, and monitor spending during the year</li> </ul>	16	<ul style="list-style-type: none"> <li>Implementation plan that delivers in excess of the minimum viable product</li> <li>Continued close management of implementation partner against published programme</li> <li>Clear governance and oversight</li> <li>Independent governance oversight role by SOCITM</li> <li>Reports to formal steering group</li> </ul>	8	



# Programme Level Risks - workstream: Service Alignment

Date: September 2022

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
228	Lack of a decision around contracts that are reaching the end of their life between now and April 2024	<ul style="list-style-type: none"> <li>Reduction in service levels</li> </ul>	20	<ul style="list-style-type: none"> <li>Engage with finance and procurement sub workstreams to ensure that decisions are made that allow sufficient time to put contracts/arrangements in place and to mobilise.</li> </ul>	9	
13	Unforeseen emergency or business continuity interruption or rising tide situation that requires staff to be directed from the day job into incident response.	<ul style="list-style-type: none"> <li>Inadequate resources in project delivery</li> <li>Lack of management capacity</li> <li>Reallocation of programme or existing council resources to support response and recovery</li> </ul>	16	<ul style="list-style-type: none"> <li>1. Create and maintain a Business Continuity Plan (BCP) for the LGR Programme (signed off by Programme Board) including:                             <ul style="list-style-type: none"> <li>Engagement with Workstreams to develop the BCP,</li> <li>Engagement with Somerset Local Authorities Civil Contingencies Unit to ensure alignment with wider BCP arrangements across the programme and 5 councils,</li> <li>Internal comms to ensure awareness and buy-in for BCP,</li> <li>Desktop test of BCP. (Resource constraints have delayed completion of this piece of work however more staff have been approved for PMO)</li> </ul> </li> </ul>	12	
22	The risk that delivery of ICS implementation is not effectively joined-up with LGR implementation	<ul style="list-style-type: none"> <li>Failure to deliver programme to agreed time, cost and quality.</li> <li>Failure to deliver expected benefits.</li> <li>Missed transformation opportunities</li> </ul>	9	<ul style="list-style-type: none"> <li>Understanding of interdependencies incorporated into LGR work plans and must have</li> <li>Adequate staff resource across both programmes with appropriate capabilities and capacity to address the work</li> </ul>	9	

# Programme Level Risks - workstream: People

Date: September 2022

Page 26

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
12	Loss of staff from County and District Councils deemed essential to the programme delivery	<ul style="list-style-type: none"> <li>Delays in the delivery of the Programme implementation plan</li> <li>Additional cost of resourcing eg temporary labour</li> <li>Knock-in impacts to BAU service delivery</li> <li>Insufficient level of experience and expertise to deliver the new council operations</li> </ul>	20	<ul style="list-style-type: none"> <li>Use of interim staff</li> <li>Redeployment</li> <li>Recruitment Protocol</li> <li>Staff engagement to support development of culture (building on existing culture) throughout the lifetime of the programme</li> <li>Mutual Aid process agreed</li> <li>.Analysis of staff on fixed term contracts to 31/3/23</li> <li>Explore mutual aid</li> <li>Appointment of Chief Executive for SCC and new Council agreed by Full Council end of July 2022</li> <li>Working on T2/T3 appointments</li> </ul>	16	
11	The risk that there are insufficient people resources to implement LGR programme and deliver the approved business case	<ul style="list-style-type: none"> <li>Programme not delivered to quality, time and cost</li> <li>Non-cash and cash benefits not delivered</li> <li>Delays in the delivery of the Business Case objectives or compromised quality</li> <li>Unmanageable workloads on staff</li> </ul>	20	<ul style="list-style-type: none"> <li>Early definition of resource requirements (capability and capacity) as part of gateway</li> <li>Validation of 1 with PwC as QA partner incorporating lessons learned from previous LGR programmes</li> <li>Resource shortfalls to be raised to five CEOs to address</li> <li>Interim labour arrangements to be defined as a fall back plan.</li> <li>Dedicated LGR Programme Manager (in post from Jan '22)</li> <li>PwC as quality assurance partner in place from Dec '21.</li> <li>17 February 2022 agreement to fund additional PMO, project specific and subject matter expertise to the programme.</li> <li>Mutual aid process in place</li> <li>Monthly scorecard resource identification</li> </ul>	9	
25	The risk that BAU activity within the Councils is impacted by stretched staff resources balancing LGR and BAU work	<ul style="list-style-type: none"> <li>Reduced capacity to deliver non=LGR activity to required quality</li> <li>Reputational harm to existing and new councils</li> <li>Loss of staff owing to workload/disruption to services</li> <li>Staff wellbeing</li> </ul>	20	<ul style="list-style-type: none"> <li>Recruitment protocol</li> <li>Staff engagement at local level</li> <li>BAU process at local level to ensure any additional work is scrutinised before agreeing to continue</li> <li>Monitoring key performance indicators for any drop off in service provision/performance</li> <li>Mutual aid process in place</li> <li>Monthly scorecard resource identification</li> </ul>	9	

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
309	The risk that there is insufficient capacity to manage the people side of change	<ul style="list-style-type: none"> <li>Where programme outcomes and benefits results are dependent on collective, proficient adoption of new ways of working</li> </ul>	16	<ul style="list-style-type: none"> <li>Change management approach, quality framework and tools established and in use</li> <li>Supplementary offer to strengthen change capabilities started and will continue to evolve, e.g. targeted interventions and coaching, high risk, high need products in T1</li> <li>Validation of approach and priorities with PwC and our Unitary partners</li> <li>Working closely with comms and People workstream</li> <li>Plans in place to identify and collaborate with wider change assets across all organisations</li> <li>Mobilisation of tactical change management resource to work alongside and support existing network of change management across all organisations</li> <li>Engagement with programme and WS leads to unite thinking and drive profile of people side of change as core competence of programme</li> <li>Evidence based approach to defining extent and impact of T1 products to define level of need and target resource where needed most</li> <li>Application of data and insight from across WS to build programme change plan and EIA support</li> <li>Embedding change management within current assurance practice and reporting</li> <li>Nominated lead for People change</li> </ul>	12	
103	Agreement not reached with Trade Unions on pay scales/terms and condition for new Council staff	<ul style="list-style-type: none"> <li>Employer and Trade Union cannot reach agreement</li> </ul>	6	<ul style="list-style-type: none"> <li>Consideration of plan B if agreement cannot be reached, including utilising Somerset CC terms and conditions</li> </ul>	4	
358	The risk that the process of appointments to T2/T3/T4 roles could result in an employment claim if process is not followed properly	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Cost implications for the new council</li> <li>Confidence levels of other colleagues in the appointment process to the new council</li> </ul>	16	<ul style="list-style-type: none"> <li>Incoming new Chief Executive taking ownership of the risk</li> <li>SSDC Chief Executive taking on sponsor role for People workstream</li> <li>Regular reporting back to PB by People workstream</li> <li>Consultation with PB</li> <li>Consultation with Trade Unions on the procedures</li> <li>External legal advice being taken</li> <li>Member engagement in T2 appointments and</li> </ul>	12	

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
14	Loss of opportunity to align public and VCSE services to new operating model and outcomes as defined in the Business Case	<ul style="list-style-type: none"> <li>• Reduced financial and non-financial benefits</li> <li>• Poor relationship between partners and new authority</li> <li>• Transformational opportunity lost, delayed or reduced</li> <li>• Negative impact on cross-cutting outcomes for communities</li> <li>• Reputational damage for new council</li> </ul>	16	<ul style="list-style-type: none"> <li>• Complete partner and stakeholder mapping exercise (CCP)</li> <li>• Targeted engagement with all strategic partners (CCP)</li> <li>• Effective ongoing communications with all stakeholders about LGR programme and its objectives (Comms)</li> <li>• Effective LCN's</li> <li>• Services thinking about the relationship with the public and VCSE in design and delivery (SA)</li> <li>• Ensure LGR Advisory Board remains inclusive, transparent and accessible (CCP)</li> <li>• Stakeholder management plan(s) for critical products and across workplans (CCP)</li> <li>• External communications on purpose and benefits of the LGR programme (Comms)</li> <li>• Senior officer engagement with VCSE and partners (CCP)</li> <li>• Use of customer panel to hear voice of the public and users (CCP)</li> </ul>	12	
19	Design/products to create new unitary council will not have the community as the central focus in the design of the new operating model	<ul style="list-style-type: none"> <li>• Organisational culture is not community focused</li> <li>• Insufficient partnership working</li> <li>• Poor outcomes for communities</li> <li>• Failure to deliver planned business case benefits</li> </ul>	12	<ul style="list-style-type: none"> <li>• Programme and workstream checkpoint review criteria</li> <li>• Ensure LGR Advisory Board remains effective, inclusive, transparent and accessible (PSG)</li> <li>• Embodiment of community focus as a critical requirement of operating model development through workshops, research and engagement (CCP)</li> <li>• Ensure TOM development reflects emerging customer strategy and principles (CCP)</li> <li>• Engagement with all workstreams to secure agreement/recognition that communities focus goes beyond safe and legal (CCP)</li> <li>• Ensure interdependencies are identified and managed through iterative discussion and collaboration (CCP)</li> <li>• Specifically, engage with People workstream to support as ethos and culture of communities and customers first (CCP/People)</li> <li>• Involve customers and communities in the design of products and services (CCP)</li> <li>• Learn from customer experience and feedback (CCP)</li> <li>• Develop sound business case to underpin</li> </ul>	8	

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
27	Uncontrolled change to the scope of the LGR programme	<ul style="list-style-type: none"> <li>Failure to deliver the new council to agreed time, cost and quality.</li> <li>Failure to deliver agreed financial and non-financial benefits.</li> <li>Missed transformation opportunities for the new authority</li> <li>Impact on capacity of teams to manage and deliver the programme: rework, wasted effort and reduction in shared understanding of programme priorities and required activity</li> </ul>	12	<ul style="list-style-type: none"> <li>Programme Implementation Manual outlining decision-making tolerances and purpose of change control</li> <li>Current Programme governance arrangements: PMO, Programme Steering Group and Programme Board to identify</li> <li>Change control process in place</li> <li>Strong communication within the programme within the programme promoting adherence to guidance around change control, benefits realisation and risk</li> <li>Quality assurance of workstream reporting</li> <li>Robust scrutiny of programme through LGR Implement Board and LGR Scrutiny</li> </ul>	9	
39	Inter-dependencies between workstreams not managed effectively	<ul style="list-style-type: none"> <li>Inability to deliver cross-cutting products successfully and therefore benefits not realised</li> </ul>	12	<ul style="list-style-type: none"> <li>Programme tranches developed</li> <li>A process/approach for management of dependencies to ensure impacts of change (time/cost/quality) are easily understood at both workstream and programme level.</li> <li>PMO providing assurance against delivery of programme capabilities</li> <li>Dependency management tool in central list (sharepoint)</li> <li>T1 products dependencies to be assessed are T1 sign off (Date: ongoing)</li> <li>Management of dependencies and interdependencies are part of monthly assurance meetings between PMO and workstream (Date: ongoing)</li> </ul>	6	
23	The risk that non-delivery or late delivery of key LGR products that other workstreams are dependant on	<ul style="list-style-type: none"> <li>Missed opportunities</li> <li>Siloed working</li> <li>Failure to deliver key products</li> <li>Delays in workstreams and ultimately the programme</li> <li>Re-engineering of solutions/rework required</li> </ul>	20	<ul style="list-style-type: none"> <li>Reliable critical path is available, with regular opportunities to monitor and course-correct when necessary</li> <li>Regular opportunities for project managers to review with workstream an sub-workstream leads</li> <li>Review of scorecards</li> <li>Robust programme and project planning</li> <li>Modelling interdependencies incorporated into work plans and must have</li> <li>Adequate resourcing of programme staff with appropriate capabilities and capacity to deliver workplan</li> <li>Utilise lessons learned from other programmes</li> <li>Dedicated LGR programme managers in post</li> </ul>	12	

# Programme Level Risks - PMO

Date: September 2022

Page 30

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
21	The risk that the LGR programme negatively impacts service provision and improvement activities of Children's services and Adult Social care	<ul style="list-style-type: none"> <li>• Performance of service for vulnerable adults negatively impacted</li> <li>• Poor external perception of quality of services</li> <li>• Potential Government intervention</li> </ul>	12	<ul style="list-style-type: none"> <li>• Strong communication within the programme</li> <li>• Adherence to project guidelines around Change Control, Benefits realisation and risk.</li> <li>• Horizon scanning</li> <li>• . Cross-cutting involvement of senior managers across workstreams in particular Service Alignment and Improvement</li> <li>• Quarterly reporting to Programme Board</li> <li>• PMO engagement and participation with Integrated Care System Governance</li> <li>• Modelling of interdependencies between programmes, reflected in respective plans</li> <li>• Active consideration within the emerging Target Operating Model</li> <li>• Consideration of a review of Governance of CSC and ASC</li> <li>• Ongoing comms with the service</li> <li>• Experience gained from other councils going through LGR taken into consideration in approach</li> </ul>	6	
111	The risk of overspend on the £16.5 m LGR implementation budget	<ul style="list-style-type: none"> <li>• Higher than anticipated LGR programme costs and redundancy payments</li> <li>• Reduction to reserves and longer payback on the Business Case</li> </ul>	16	<ul style="list-style-type: none"> <li>• The approved commitments are being challenged if the funding has not be fully committed to ensure the bid is still required, if it is not or can be reduced this will make more funds available for the programme.</li> <li>• Work is underway to revisit the redundancy figures</li> </ul>	12	

# Feedback from LGR Joint Scrutiny – 27<sup>th</sup> October 2022

This is general feedback from the committee meeting for information

1. Particular concerns that there wasn't sufficient actions in respect of Risk 10- budget gap risk - a follow up piece of work is ongoing looking at actions and taking into consideration the products that the workstream is delivering
2. Narrative commentary provided for Risks 11 and 12, staffing risks, but committee wish an attendee from the People workstream to attend to discuss at next meeting
3. Grants to Town and Parish Councils were discussed amidst concerns as they are budget setting currently
4. Programme risks and the risks for the new Somerset Council, how the programme risks translate - a follow piece of work is being done for SCC SLT to identify the broad themes on the current strategic risk registers which will go to the next meeting on 8<sup>th</sup> December

# Recommendations and decisions

That the LGR Implementation Board

1. Note the 19 risk now on the programme level register
2. Note the updates from the last meeting and to the register
3. Note the feedback from LGR Joint Scrutiny from 27<sup>th</sup> October
4. To identify anything further the committee wish to consider as a risk for the programme



Together we are delivering your

# New Somerset Council

Emerging approach - Devolution of Services and/or Assets

## Key points for discussion from Implementation Board:

- *Options*
- *Phased approach*
- *Alignment with MTFP*
- *Recommendations – Noting Comments of LGR Joint Scrutiny*

# Objective & Approach

The objective is to develop a framework and prospectus for the devolution of services and / or assets to city, town and parish councils or voluntary sector/community groups. To allow greater control at a local level and better place shaping.

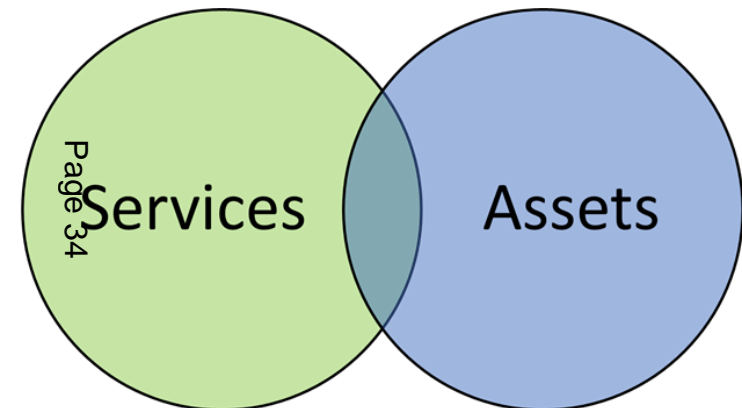
**Timeline:** 3-to-4-year programme

The Phasing Approach (P.E.A) sets out a proposed structured devolution programme for services and / or assets.

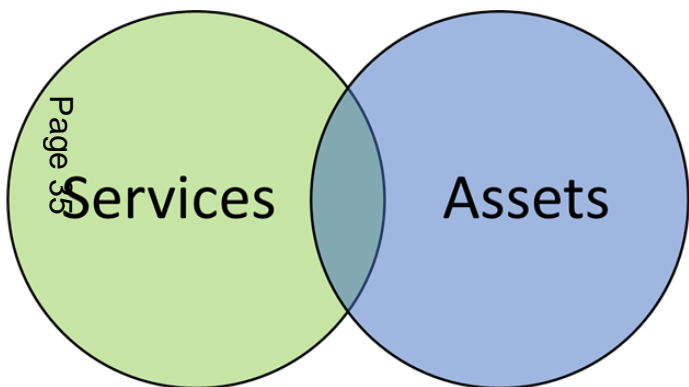
**Phase 1** - Planning and Development : Until Vesting Day

**Phase 2** - Engagement and Review: 2023 / 2024 (could take longer depending on complexity of additional pilots and to enable learning)

**Phase 3** - Action: 2024 / 2025 / 2026

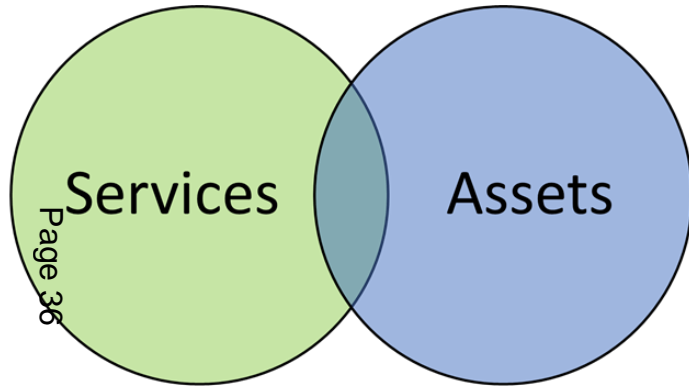


# Cross Cutting Workstream Products



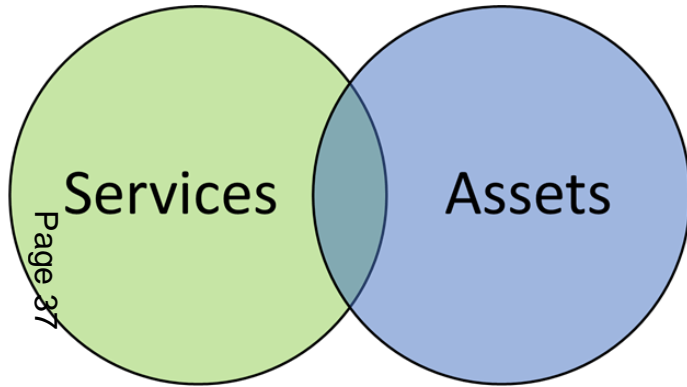
Workstream	Product
Service Alignment Workstream	Waste & Neighbourhood Services devolution of services
Asset Optimisation Workstream	Strategic approach to service and asset devolution defined and agreed, process / framework for engagement, discussion and progression of asset transfers / licences / leases to third tier / community sector developed with clear guidance for communities town and parish councils
CCP Workstream	Indicative menu of devolution options Policy framework for service devolution
Suggested Revised Product	To create a single framework, prospectus and phased approach for the Devolution of Services and / or Assets for Somerset Council that is aligned and takes into account the emerging MTFP.

# Key Principles



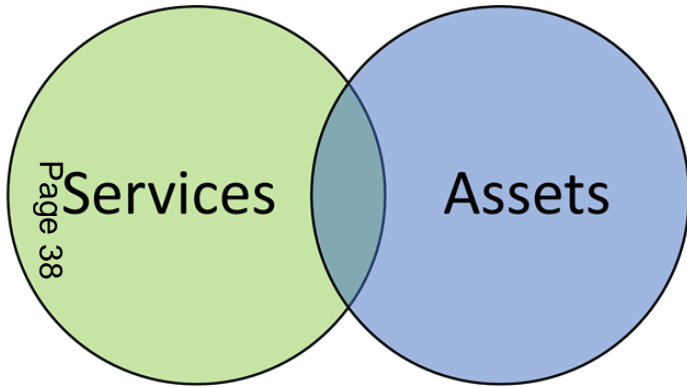
<p><b>Devolution of services and/or assets should;</b></p>	<ul style="list-style-type: none"> <li><b>i. be resilient over time</b></li> <li><b>ii. have honest conversations from the outset: achieving/delivering more may cost more or be unrealistic</b></li> <li><b>iii. have transparency in monitoring impacts and lessons learnt</b></li> </ul>
<p><b>Devolution should have clear benefits to the community</b></p>	<ul style="list-style-type: none"> <li><b>i. Service improvement business case: how will it deliver desired benefits to the community and manage risks</b></li> <li><b>ii. Does the proposal help deliver the vision for the area</b></li> <li><b>iii. Financial and asset management plans: how will it be sustainable</b></li> <li><b>iv. Services and buildings should be well governed and compliant with all relevant legislation (e.g. equalities, health and safety)</b></li> </ul>
<p><b>Devolution must align with strategic priorities of the new Somerset Council</b></p>	<ul style="list-style-type: none"> <li><b>i. Certain assets may be needed for statutory service delivery and those of strategic or financial significance</b></li> <li><b>ii. Somerset Council will need to maintain viable and efficient services and may have contractual constraints</b></li> <li><b>iii. Asset / service devolution must reflect the climate emergency and align with the councils MTFP</b></li> </ul>
<p><b>Our approach should be co-produced:</b></p>	<ul style="list-style-type: none"> <li><b>i. Consultation with customers and communities: using the LCN's as an effective forum: ensuring we work to deliver what communities want/need</b></li> <li><b>ii. Engagement with staff and communities of interest impacted by any proposals may be necessary</b></li> <li><b>iii. Framework and prospectus will be developed in liaison with representatives of City, Town and Parish Councils</b></li> </ul>

# Options



Options: Phasing	
<b>Do Nothing</b>	The option of having no devolution offer is not recommended. This would undermine a key deliverable of the One Somerset Business Case.
<b>Full Devolution Offer (by Vesting Day)</b>	The products to deliver are not clearly understood. There is an acknowledgment in the LGR Programme and most stakeholders that to deliver a full devolution offer from Vesting Day, would be intensive, complex and unrealistic.
<b>Phased Devolution Offer</b>	This is the recommended approach and has been described within this report under the 'Phased Approach' section. This enables the Programme to deliver a key part of the One Somerset Business Case but managed within existing constraints.
Options: Financial Alignment	
<b>Retain 'cost neutrality'</b>	Continue with current wording and messaging without taking account of MTFP pressures
<b>Remove references to cost neutrality and replace with 'financial sustainability' or similar</b>	Ensures alignment with MTFP but also recognises that asset and service devolution must be sustainable for city, town and parish councils too, albeit without the potential interpretation (or expectation) that services will come with full funding. The reality of this approach will need to be consistently presented at a programme and political level as well as being embedded in the emerging prospectus and framework.

# Phase 1 – Planning and Development



**In this phase the focus is on developing the framework, MTFP Review, engaging with city, town, and parish councils and learning from the Bridgwater Town Council pilot.**

To continue the existing legacy service devolution arrangements in place until vesting day and to learn from any challenges and issues from any current arrangements

To continue with the place-based pilot with Bridgwater Town Council including Gateway Review to identify lessons learnt for overall approach

To develop a draft framework (the 'how') / prospectus (what is on offer) and business case toolkit / support (assessment form for city, town and parishes)

Strategic review of prospectus e.g. discretionary services, strategic assets

To engage with city, town, and parish councils on the 'Approach'

- Parish Conference / forums to provide clarity on timeline and approach.
- To suggest limited pilot/theme offerings for consideration in 2023/2024 following the options within the draft framework (influencing and monitoring etc).
- Continue to promote the range of devolution options listed in the business case i.e. Influencing and Monitoring; Joint/enhanced Delivery; Agency Agreements; Delegated Authority, Full Transfer.

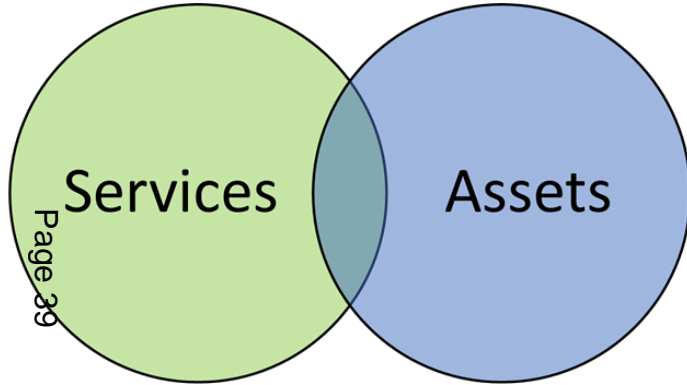
TUPE arrangements have been completed for Somerset Council before considering devolving any services and/or assets

To agree the governance process and resource for the Devolution of Services and/or Asset project pre / post Vesting Day and implement within new structure

Embed the approach to devolution with the MTFP process and redefine "cost neutrality" and "financially sustainable".

Create an outcome focussed 'Prospectus' informed partly by MTFP savings review.

# Phase 2 – Engagement and Review



In this phase the focus will be on developing further pilots, thematically and/or geographically based, where there is greatest potential for community benefit and to understand any challenges / difficulties from city, town, and parish councils. The approach to the second round of pilots will be influenced by financial realities, political priorities and available capacity.

To adopt the devolution of services and/or assets framework, prospectus, and business case toolkit – learning from the Bridgwater Pilot and engagement session(s).

Dedicated resource to support delivery of the service to be in situ under a directorate structure

To pilot further services and / or assets using the adopted framework

- Expressions of interest to a finite number of further thematic or geographical pilots based on the established process.
- Implement MTFP proposals where devolution to communities is possible and has community benefit and political support

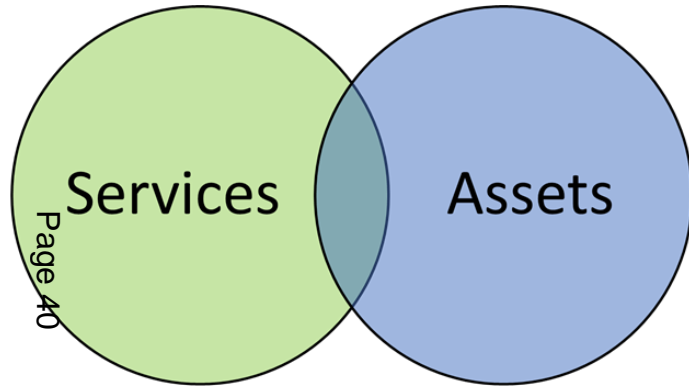
Review and update of offers within the prospectus to check they are viable in light of the pilots learning and MTFP

Obtain Formal sign off for the final framework / prospectus and toolkit

Key route of engagement, but not devolution itself, through LCN's.



# Phase 3 – Action



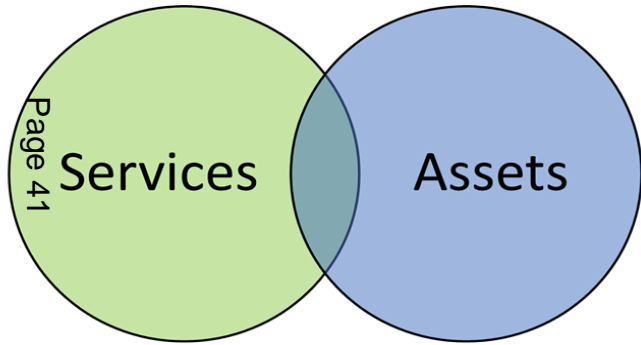
**This phase is to provide a wider roll out services and assets to city, town, or parish councils, where applicable, through LCN's and the dedicated resource.**

**Following the approval of the agreed framework roll out the offer to all other city, town, and parish councils across Somerset**

- To provide support to take up the devolution offer through,**
- Online guidance and toolkit**
  - LCN's as a key engagement vehicle**
  - Dedicated resource team support**



# Governance: Pre-vesting Day



## Project Support

To support the Key Officers to deliver the overarching Product

## Key Officers

Cross cutting working group of key officers from various workstreams

- To agree approach
- To agree framework
- To agree prospectus
- To review pilot

Meetings: Fortnightly with Project Support

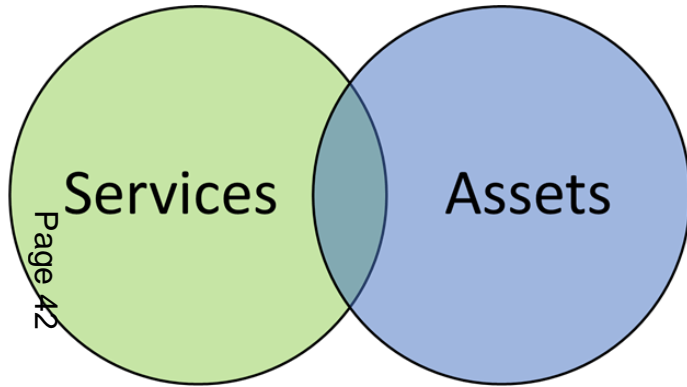
## Lead

To work with the key officers to coordinate and deliver the overarching Product

To obtain approval from various Boards/steering groups for Approach, Framework, Prospectus, and Pilot Review.

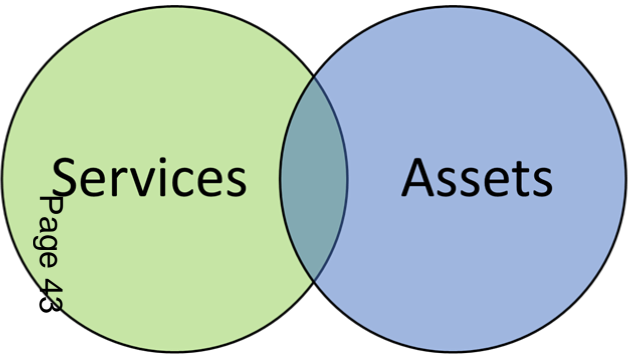
Meeting: Monthly with Key Officers and PH

# Dependencies



Dependency	Issues to consider
Legal	Capacity to support the project
Finance	MTFP alignment / budgets (the Council is not in a position to irresponsibly devolve assets and/or services with a challenging MTFP activity to be undertaken)
Asset / Property Management	Capacity to support the project
Various service functions	Capacity and clarity on direction
LCN's	Not currently embedded to support the proposed devolution approach.
HR (affected staff)	TUPE arrangements Council Structure still emerging
<b>Administration</b>	<b>Corporate Priorities for the new Council are still emerging</b>
<b>City, Town and Parish Council</b>	<b>Capacity and capability to take on potential complex or higher risk services</b>

# Key Risks

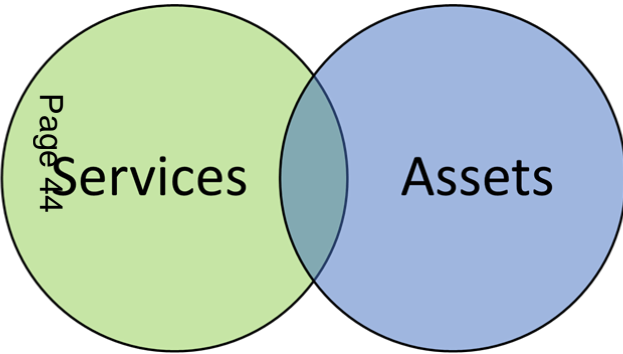


Risks are scored using a 5x5 risk matrix

Cause	Risk	Impact	Risk Score
MTFP Alignment	Project delayed or not delivered	Long term financial savings targets not realised at an early opportunity. Devolution opportunities not fully explored due to time pressures to secure savings e.g. 'fire sale'.	16
Mismatch of expectations	Offerings and timescale of delivery do not meet the expectations of Stakeholders	Confusion and lack of clarity to all Stakeholders. Increased timeline for delivery. Stakeholders become disengaged.	16
Resource Capacity	Project delayed or not delivered	Long term financial savings targets not realised at an early opportunity. Stakeholders become frustrated or disengage.	16
City, town and parish councils do not have the ability (legally or financially) to take on services	Services are not devolved	Statutory Services continued to be provided by Somerset Council. Delivery of discretionary Services to be reviewed by Somerset Council. Impacts the budget gap. Stakeholders become frustrated or disengage.	16
Communities are taking on services unprepared and unsupported	Failure to work in Partnership	Fail to successfully devolve services. MTFP Targets are not met.	16

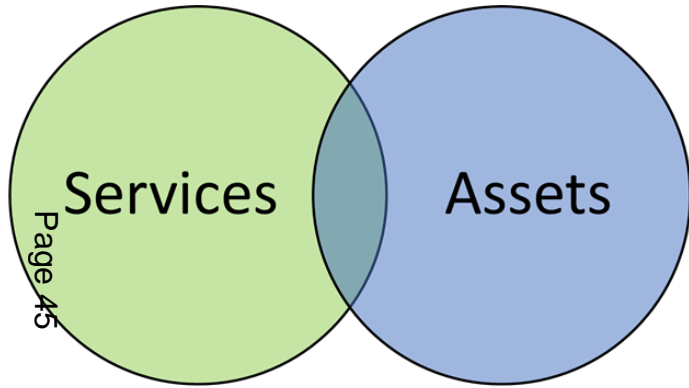
# Promotion of Revised Approach

- Programme Board – 29 September
- Town & Parish Council Conference – 4 October
- SCC SLT/Executive – 17 October
- LGR Joint Scrutiny – 27 October
- LGR Advisory Forum – 8 November



- Summary of LGR Joint Scrutiny Feedback
  - Recognise the need for further engagement with the VCFSE Sector – especially around ongoing funding.
  - Some preference for ‘Cost Neutral’ over ‘Financially Sustainable’.
  - Timeline to T&PC’s would be helpful especially as regards budget setting.
  - Do not lose business case objective of making it easier to transfer small and incidental parcels of land.
  - Ensure engagement of Members.
  - Some specific observations on the use of language.

# Recommendations



1	To agree a phased devolution, offer as set out in the 'Phased Approach' section of this report including the key principles
2	To agree to develop the proposed alignment between MTFP and service / asset devolution while acknowledging the need to balance financial and political priorities.
3	To agree the project team and governance pre-vesting day
4	Undertake a gateway review for the Bridgwater pilot to understand the lessons learnt to date, refocus, and re-energise the pilot to enable further learning and inform the framework, prospectus, and toolkit.
5	Continue to engage with other Councils and organisations to understand any lessons learnt.
6	Agree that the approach to Taunton Town Council devolution sits outside the framework.
7	Consider the feedback provided by LGR Joint Scrutiny and make any additional observations.

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## **Local Government Reorganisation (LGR) in Somerset – Updated Implementation Plan**

Lead Member(s): Bill Revans - Leader of the Council

Val Keitch - Lead Member for Local Government Reorganisation and Prosperity

Local Member(s) and Division: No direct impact on specific Divisions or Members

Lead Officers:

Alyn Jones – LGR Programme Director, Alastair Higton – LGR Programme Manager

Author:

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### **1. Summary / Background**

- 1.1.** On 17 March 2022 the Secretary of State made the Somerset (Structural Changes) Order 2022 (the SCO). The SCO sets out the mechanism for the reorganisation of local government and the establishment of a single unitary council in Somerset on 1 April 2023.

In particular, the SCO requires that during the period from 10 May 2022 until 31 March 2023 the Executive of Somerset County Council will be responsible for implementing local government reorganisation in Somerset, and in particular:

- Ensuring delivery of “effective, efficient and timely transfer of the district councils’ functions, property, rights and liabilities.” In other words, to ensure delivery of the new council.
- Holding and keep under review an Implementation Plan including plans, timetables and budgets that support delivery of the new unitary council’s functions on (or after) 1 April 2023.

- 1.2.** In line with the SCO and the Administration’s intentions for the programme, an Implementation Board has been mobilised to monitor the programme and provide advice and recommendations on its implementation to the Executive of Somerset County Council. The Board provides oversight on behalf of the County's Executive in relation to the responsibilities outlined in section 1.1 above.

- 1.3.** Therefore, the Implementation Board has a responsibility to review the LGR Implementation Plan, particularly the objectives of the programme, and recommend to the Executive how to ensure they remain appropriate. Previously the LGR Programme Team committed to reviewing and updating this plan and presenting to SCC Executive for their approval. The updated Implementation Plan can be found in Appendix A of this report.

- 1.4.** This report proposes amendments to the Implementation to ensure it

remains fit for purpose. Appendix B provides a list of changes and additions proposed. Critically, changes are proposed to be made to the programme Strategic Objectives, alongside additional context on the environment in which we are delivering the LGR Programme

The Strategic objectives are proposed to change as follows:

<b>Current</b>	<b>Proposed</b>
Create a new unitary Council for Somerset that delivers the approved business case on 1 April 2023.	Create a new unitary Council for Somerset in line with the approved programme delivery plan for 1 April 2023, and with due regard to the Business Case
Enable performance capability – to deliver business case vision on 1 April 2023	Enable performance capability – to deliver business case vision from 1 April 2023.
No changes were made to Strategic Objective 3: Develop the new council to optimise benefits and opportunities from 1 April 2023 to 31 March 2025	

Additional context is proposed to ensure that the Strategic Objectives remain fit for purpose:

- The programme operates in a context of financial pressure both in-year and future years, as well as recruitment and retention challenges. Therefore financial benefits and critical activity must be maximised and unnecessary work (business-as-usual and LGR) be reconsidered where appropriate in order to release financial or staff resources. LGR has a key role of play in delivering a financially sustainable council.
- The programme should consider its activity in the context of the Somerset Climate Emergency Declaration and more recently, Ecological Emergency Declaration.
- There is a risk that if relationships with Voluntary, Community, Faith and Social Enterprise (VCFSE), communities and other public sector partners are not strong, programme benefit (including reduced or redirected demand leading to savings) will not be fully achieved. Relationships with VCFSE and other stakeholders are critical to success of the programme and the new council
- Tranche 1 products remain the prime focus of programme delivery up to Vesting Day
- The emerging Council Plan will add additional context to the LGR programme.



## **2. Recommendations**

- 2.1** Executive are asked to approve the amended Implementation Plan as provided in appendix A, in order to discharge its responsibilities as laid out in the Somerset (Structural Changes) Order 2022.

## **3. Reasons for recommendations**

- 3.1** The purpose of the recommendations is to ensure effective and transparent governance and delivery of the LGR Programme.

## **4. Other options considered**

- 4.1.** No alternative options have been considered. It is good practice and a programme requirement to regularly review and update our Implementation Plan to ensure it is accurately reflecting our objectives and progress with the programme.

## **5. Links to Council Policy and Budgets**

- 5.1.** LGR in Somerset, LGR Programme and recommendations in this report are consistent with the County Vision to improve lives. The financial benefits defined in the Business Case are £18.5m per year after the 2-year payback period.

The LGR programme delivery and MTFP under development are being delivered in parallel in order that dependencies are understood and maximum financial benefit achieved.

- 5.2.** Opportunities for significant transformation and improvement in line with Council policy as a result of unitarisation are also anticipated and will deliver additional financial and non-financial benefits

## **6. Consultations and co-production**

- 6.1.** Consultation has been undertaken informally with the new Administration and formally through each of the 5 Councils through the Programme Board, Programme Steering Group and members of the Governance Workstream. This report and recommendations reflect those discussions, as well as feedback from those required to provide sign-off for the final report.

## **7. Financial and Risk Implications**

- 7.1.** No specific financial or risk implications have been identified in relation to the recommendations in this report.
- 7.2.** Maintaining in up-to-date Implementation Plan helps mitigate programme risks (including financial ones) including:
- Stronger partnerships and working relationships
  - Managing change effectively
  - Ensuring stronger collaboration and coproduction for better outcomes.
  - The benefits of transparency, programme oversight and informed

decision-making

The Programme Risk Register is incorporated into the Implementation Plan.

## **8. Legal and HR Implications**

- 8.1.** Articles 9 and 11 of the Somerset (Structural Changes) Order 2022 provides that the Executive must “prepare, keep under review, and revise as necessary, an Implementation Plan” and that for the purposes of doing so it must have regard to the Business Case submitted by Somerset County Council to the Secretary of State.

Therefore, the strategic objectives of the implementation plan must be crafted taking into account the original business case.

## **9. Other Implications**

### **9.1. Equalities Implications**

No specific implications have been identified in relation to the recommendations in this report.

### **9.2. Community Safety Implications**

No specific implications have been identified in relation to the recommendations in this report.

### **9.3. Sustainability Implications**

No specific implications have been identified in relation to the recommendations in this report.

### **9.4. Health and Safety Implications**

No specific implications have been identified in relation to the recommendations in this report.

### **9.5. Health and Wellbeing Implications**

No specific implications have been identified in relation to the recommendations in this report.

### **9.6. Social Value**

No specific implications have been identified in relation to the recommendations in this report.

## **10. Scrutiny comments / recommendations:**

- 10.1.** The maintenance of an Implementation Plan is the responsibility of the Executive, advised by the Implementation Board. On 15 June 2022 the Executive approved the creation of the Implementation Board to monitor the LGR programme and provide advice and recommendations to the Executive

in relation to it, including to "...keep under review an Implementation Plan".  
The Implementation Board have reviewed the Implementation Plan and recommend its adoption.

## 11. Background Papers

- 11.1.** Appendix A: Presentation showing recommended updates to LGR Implementation Plan  
Appendix B: Proposed updated LGR Implementation Plan (full document)

<b><u>Report Sign-Off</u></b>		Date completed
Legal Implications	Tom Woodhams	31/10/22
Governance	Scott Wooldridge	Click or tap to enter a date.
Corporate Finance	Jason Vaughan	29/10/22
Human Resources and ICT	Chris Squire	Click or tap to enter a date.
Property	Paula Hewitt	30/10/22
Procurement	Claire Griffiths	31/10/22
Senior Manager	Alyn Jones	Click or tap to enter a date.
Commissioning Development	Sunita Mills / Ryszard Rusinek	Click or tap to enter a date.
Executive Lead Member	Val Keitch	Click or tap to enter a date.
<b><u>Consulted on report</u></b>		
Opposition Spokesperson (non-key decision: inform)	Cllr Faye Purbrick	Click or tap to enter a date.

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Updates to Strategic Objectives and Implementation Plan



# Purpose of this slide deck

- There is a Somerset (Structural Changes) Order 2022 requirement for a published and up-to-date Implementation Plan for delivering Local Government Reorganisation in Somerset
- The latest proposed version can be read here:
- The following slides outline changes made as a result of views expressed at the July Implementation Board, alongside other changes to reflect changing shape of the programme (eg recent focus on change readiness and day 1 readiness).
- Timing is such that we expect the revised Implementation Plan to remain in place until Vesting Day.

# Summary of changes

## Significantly updated

- Strategic objectives updated in line with Implementation Board recommendation. Additional context proposed showing the environment in which LGR is being delivered has changed (see slides 4-7)
- Updated governance diagram to reflect stand-down of Programme Steering Group and move from LGR Advisory Board for Advisory Forum
- Updated glossary

## New

- Sections added covering Council Plan, Day 1 Readiness and Change Readiness
- References added regarding Ecological Emergency Declaration

## Minor changes

- References to Joint Scrutiny Committee section, for clarity
- Additions to communications section (reference to website)
- Updated budget information (link to Implementation Board papers)
- Updated Programme Delivery Plan
- Replaced Scorecard and risk appendices with links to Implementation Board papers
- Other cosmetic, readability and time-bound (eg from “will” to “is” taking place) amendments for accuracy

# Detail: amended (in red) LGR Programme Strategic Objectives

## Objective 1

**Create a new unitary Council for Somerset** in line with the approved programme delivery plan for 1 April 2023, and with due regard to the Business Case

### Business Case objectives

- Create a strategic and powerful voice to speak up for our county
- ~~Give residents more say over decisions that impact them and their communities~~
- Create a county-wide framework to enable residents to have a greater say on issues that affect them
- End confusion over which council does what for our residents
- Reduce duplication and waste

### Key deliverables

- Framework in place for LCNs
- LCNs established and operating
- Policies in place for service and asset devolution
- Structural Changes agreed by Parliament
- Safe and effective elections
- Governance agreed with new administration
- All council staff in post
- ~~Asset and service devolution opportunities in place~~



# Detail: amended (in red) LGR Programme Strategic Objectives

## Objective 2

**Enable performance capability** – to deliver business case vision **from** 1 April 2023.

### Business Case objectives

1. Establishing one council listening to the needs and concerns of residents, parishes and business, providing clear accountability to the public
2. Facilitating sustainable delivery of outstanding public services to improve the quality of life of all Somerset's residents and businesses
3. Empowering communities and embedding delivery at local level to increase community resilience and the ability to respond to local challenges
4. Giving a much stronger voice for Somerset on a national and international stage
5. Offering consistent leadership with key partners to better influence local service delivery
6. Reducing duplication and provide better value across the entire county

### Key deliverables

- Statutory and Senior Officers appointed
- Budget set
- HR and Payroll Systems in place
- Council tax arrangements in place
- Finance management systems in place
- Customer access points in place

# Detail: amended (in red) LGR Programme Strategic Objectives

## Objective 3

**Develop the new council** to optimise benefits and opportunities from 1 April 2023 to 31 March 2025.

### Business Case Objectives

- Invest in Somerset
- Develop better services
- Deliver better value for money ~~for our taxpayers (that's all of us)~~
- Cut red tape and bureaucracy

### Key deliverables

- Customer Strategy
- Transformation Roadmap
- Define service delivery methodology
- Build staffing structure, values and culture
- ~~Decarbonisation~~
- Responses to Climate and Ecological Emergency Declarations

# Context to be added to Strategic Objectives

After review of the Strategic Objectives by the Implementation Board and SCC Executive, additional context was considered useful to ensure that the Strategic Objectives remain fit for purpose:

- The programme operates in a context of financial pressure both in-year and future years, as well as recruitment and retention challenges. Therefore financial benefits and critical activity must be maximised and unnecessary work (business-as-usual and LGR) be reconsidered where appropriate in order to release financial or staff resources. LGR has a key role of play in delivering a financially sustainable council.
- The programme should consider its activity in the context of the Somerset Climate Emergency Declaration and more recently, Ecological Emergency Declaration.
- There is a risk that if relationships with Voluntary, Community, Faith and Social Enterprise (VCFSE), communities and other public sector partners are not strong, programme benefit (including reduced or redirected demand leading to savings) will not be fully achieved. Relationships with VCFSE and other stakeholders are critical to success of the programme and the new council
- Tranche 1 products remain the prime focus of programme delivery up to Vesting Day
- The emerging Council Plan will add additional context to the LGR programme.

# Approval route / next steps

- Discussion at Implementation Board (as per their request) on 14/11/22
  - Proposal to recommend adoption / changes to SCC Executive
- Approval by SCC Executive on 14/12/22

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# **Somerset Council**

## **Implementation Plan**

**Version 3**

1 November 2022

## Version History

Authors:	LGR Programme Team
Owner:	LGR Programme Management Office

Version history	Summary of Changes	Description	Changes marked	Date
V1	Implementation Plan created	Version 1 for 30/5/22 SCC Executive Agenda run-through	N/A	26/5/22
V2	Proof-read, senior manager comments and sign-off	Final version for 15/6/22 SCC Executive meeting	No	30/5/22

V3	<p>Scheduled review and updating of paper to reflect progress made in the programme.</p> <p><b>General updates</b></p> <p>Proof-read and general updates to content and timescales to maintain accuracy</p> <p><b>Significantly updated</b></p> <ul style="list-style-type: none"> <li>• Strategic objective 1 updated in line with Implementation Board recommendation. Additional context added showing the environment in which LGR is being delivered has changed</li> <li>• Updated governance diagram to reflect stand-down of Programme Steering Group and move from LGR Advisory Board for Advisory Forum</li> <li>• Updated glossary</li> </ul> <p><b>New</b></p> <ul style="list-style-type: none"> <li>• Sections added covering Council Plan, Day 1 Readiness and Change Readiness</li> <li>• References added regarding Ecological Emergency Declaration</li> </ul> <p><b>Minor changes</b></p> <ul style="list-style-type: none"> <li>• References to Joint Scrutiny Committee section, for clarity</li> <li>• Additions to communications</li> </ul>	Update Plan for sign-off by SCC Executive	No – summary of changes created separately for presentation purposes	1/11/22
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	<p>section (reference to website)</p> <ul style="list-style-type: none"> <li>• Updated budget information (link to Implementation Board papers)</li> <li>• Updated Programme Delivery Plan (Appendix E)</li> <li>• Replaced Scorecard and risk appendices with links to Implementation Board papers</li> <li>• Other cosmetic, readability and time-bound (eg from “will” to “is” taking place)</li> </ul>			
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## Contents

Introduction .....	5
Creating Somerset Council .....	6
Mission, Vision, and Values .....	6
Strategic Objectives .....	7
Council Plan .....	8
Target Operating Model .....	9
Organisational Structure.....	9
Medium Term Financial Plan – setting a budget for the new Council .....	9
Transition, Transformation and Tranche Delivery .....	10
Member engagement and arrangements .....	11
Transition Arrangements.....	12
Structural Changes Order (SCO) and governance requirements .....	12
Governance Arrangements and Programme Structure .....	12
Programme Management Office (PMO).....	17
Quality Assurance and Delivery Partner .....	18



Day 1 Readiness .....	19
Change Readiness .....	19
Risk / Issue Management.....	19
Climate Change and Ecological Emergency .....	20
Equalities .....	20
Transition Budget .....	21
Recruitment Protocol and Mutual Aid.....	21
Communications.....	22
Appendices .....	23
Appendix A – Glossary .....	23
Appendix B – ‘Primary ‘ Tranche 1 Products.....	28
Appendix C – Programme Governance diagram .....	30
Appendix D – Sub-workstreams as of 10/10/2022 .....	31
Appendix E – Critical Product Programme Delivery Plan at 1 November 2022 .....	34

## Introduction

- The Somerset Local Government Reorganisation (LGR) programme is creating a new single unitary council for Somerset which will provide services currently the responsibility of Somerset's existing five councils.
- Delivery of the new council began in July 2021 when the Secretary of State for Housing, Communities and Local Government consented to implement a single unitary council for Somerset. In approving implementation of the [Business case for a new single unitary council for Somerset](#) he set the high-level context and aim of the programme. The Business Case is flexible however, and the five councils are required to have "due regard" to it.
- On 17 March 2022 the Secretary of State made the Somerset (Structural Changes) Order 2022 (the SCO).
  - The SCO sets out the mechanism for the reorganisation of local government and the establishment of a single unitary council in Somerset on 1 April 2023.
  - The SCO confirmed that Somerset County Council will be a "continuing authority" and that the name of the new council would be Somerset Council.
  - The SCO requires creation of an Implementation Plan to deliver the unitary council.
- The LGR Implementation Board (the Implementation Board) monitor the reorganisation programme in Somerset including the Implementation Plan and provide advice and recommendations on its delivery to the Executive of Somerset County Council (the SCC Executive).
- The councils have formed a Joint Scrutiny Committee, the purpose of which is to scrutinise and aid development of the programme and make proposals to the SCC Executive in relation to delivery of the unitary council in Somerset.
- The Implementation Plan sets out the political and managerial governance of the overall programme including key responsibilities of officers and Members, shows how the programme is governed, and provides a detailed plan of delivery including critical milestones and activity required to meet them.

## Creating Somerset Council

### Mission, Vision, and Values

- The mission for the programme is to “create a new Unitary council for Somerset by 1 April 2023 that delivers the approved Business Case”.
- The vision for the programme is:
  - “A single council for Somerset that is ambitious for our county and is:
    - Collaborative and works in partnership
    - Accessible and places residents and communities and the centre of decision making
    - Dynamic, enabling high performing, quality services and effective and efficient use of public money”
- The Programme’s values are:
  - Somerset’s residents, communities, businesses, and visitors come first.
  - Our focus will be on delivery and outcomes, not process and governance (but with sufficient governance).
  - We strive for open, honest communication. No surprises.
  - All five councils are committed to working positively together to create an effective single authority that will support our residents
  - We value expertise and experience.
  - We learn lessons from previous LGR implementation programmes.
  - We will adopt a supportive, learning, coaching and mentoring culture and approach.
  - Let’s design and implement an organisation we’re proud of.
  - Let’s not lose what we do ‘best’ – let’s look at what all five councils do well and build on this.
- These relate only to the programme to design and deliver the new council. The vision and objectives for the new council will be defined and agreed by its elected Members.
- The SCC Executive is free to amend the mission, vision, and principles, and received recommendations from the Implementation Board to support them.

## Strategic Objectives

The Programme's strategic objectives were approved by the transitional SCC Executive on 25 March 2022. They include relevant Business Case objectives and key deliverables. The Programme's Strategic Objectives are:

Strategic Objective	Business Case Objectives	Key Deliverables
<p>1. Create a new unitary Council for Somerset in line with the approved programme delivery plan for 1 April 2023, and with due regard to the Business Case</p>	<ul style="list-style-type: none"> <li>• Create a strategic and powerful voice to speak up for our county</li> <li>• Create and county-wide framework to enable residents to have a greater say on issues that affect them</li> <li>• End confusion over which council does what for our residents</li> <li>• Reduce duplication and waste</li> </ul>	<ul style="list-style-type: none"> <li>• Framework in place for LCNs</li> <li>• Policies in place for service and asset devolution</li> <li>• Structural Changes Order agreed by Parliament</li> <li>• Safe and effective elections</li> <li>• Governance agreed with new administration</li> <li>• All council staff in post</li> <li>• LCNs established and operating</li> </ul>
<p>2. Enable performance capability – to deliver Business Case vision from 1 April 2023.</p>	<ul style="list-style-type: none"> <li>• Establishing one council listening to the needs and concerns of residents, parishes and business, providing clear accountability to the public</li> <li>• Facilitating sustainable delivery of outstanding public services to improve the quality of life of all Somerset's residents and businesses</li> <li>• Empowering communities and embedding delivery at local level to increase community resilience and the ability to respond to local challenges</li> <li>• Giving a much stronger voice for Somerset on a national and international stage</li> <li>• Offering consistent leadership with key partners to better influence local service delivery</li> <li>• Reducing duplication and provide better value across the entire county</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory and Senior Officers appointed</li> <li>• Budget set</li> <li>• HR and Payroll Systems in place</li> <li>• Council tax arrangements in place</li> <li>• Finance management systems in place</li> <li>• Customer access points in place</li> </ul>
<p>3. Develop the new council to optimise benefits and opportunities from 1 April 2023 to 31 March 2025.</p>	<ul style="list-style-type: none"> <li>• Invest in Somerset</li> <li>• Develop better services</li> <li>• Deliver better value for money</li> <li>• Cut red tape and bureaucracy</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Strategy</li> <li>• Transformation Roadmap</li> <li>• Define service delivery methodology</li> <li>• Build staffing structure, values and culture</li> <li>• Responses to Climate and Ecological Emergency Declarations</li> </ul>

The Strategic Objectives reflect the distinct phases of development of the new Council:

- First, a new Council that functions on Vesting Day
- Second, a new Council that can perform strongly from the start
- Third, a new Council that can improve and transform its services in the following months and years.

After review of the Strategic Objectives by the Implementation Board and SCC Executive, additional context was considered useful to ensure that the Strategic Objectives remain fit for purpose:

- The programme operates in a context of financial pressure both in-year and future years, as well as recruitment and retention challenges. Therefore financial benefits and critical activity must be maximised and unnecessary work (business-as-usual and LGR) be reconsidered where appropriate in order to release financial or staff resources. LGR has a key role of play in delivering a financially sustainable council.
- The programme should consider its activity in the context of the Somerset Climate Emergency Declaration and more recently, Ecological Emergency Declaration.
- There is a risk that if relationships with Voluntary, Community and Social Enterprise (VCSE), communities and other public sector partners are not strong, programme benefit (including reduced or redirected demand leading to savings) will not be fully achieved. Relationships with VCSE and other stakeholders are critical to success of the programme and the new council
- Tranche 1 products remain the prime focus of programme delivery up to Vesting Day
- The emerging Council Plan will add additional context to the LGR programme.

### **Council Plan**

A Council Plan is under development, and will detail the ambitions, aspirations and priorities of the new Council. From that, a Business Plan will be developed showing the detailed activity that is required to achieve the Council Plan.

### **Target Operating Model**

A Target Operating Model should clearly state how an organisation will deliver its vision and Council Plan and Business Plan. It is not an organisational structure. It is required to guide key decisions around service design and delivery across each workstream, including considerations around resourcing and potential trade-offs. Examples of how a Target Operating Model will guide the behaviour of the new council may include:

- Its approach to digital working, digital services, customer access, commissioning, relationships with key stakeholders, and prevention/promoting independence
- How the new council interacts with its customers in order to best advise and help them
- How the council will work with other partners, such as health, the business community or the VCSE sector

Whilst a detailed Target Operating Model is being developed, an outline version is required to aid early design of critical deliverables. This will be delivered before Vesting Day.

### **Organisational Structure**

- The organisational structure for the new Council is a critical product for delivery by Vesting Day of the new Council, and is being developed in line with:
  - Requirements laid down by the County Council Executive, supported by recommendations by the Implementation Board, Joint Scrutiny Committee and Programme Board
  - Requirements laid down by the Chief Executive.
  - The agreed Target Operating Model for the new Council
  - The design of products for the new Council, in particular their financial and non-financial benefits
  - Medium Term Financial Plan considerations
- The senior management team will be critical to the successful transition to the new council, with Tier 1 (Chief Executive) in post from 3 October 2002 and Tier 2 (Senior Leadership Team) to be appointed and in-post before Vesting Day.

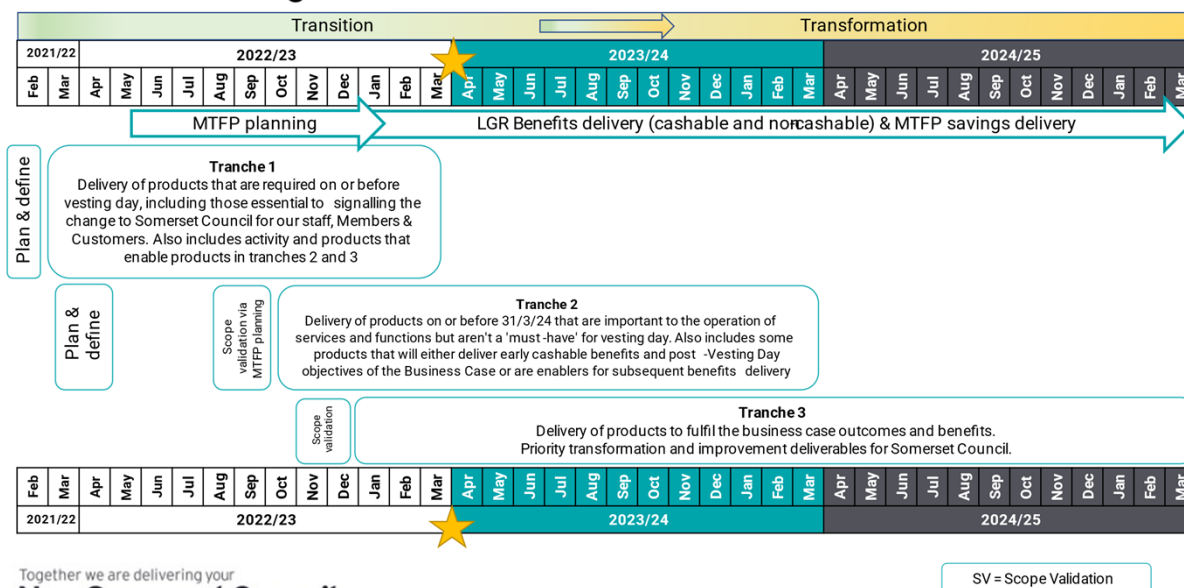
### **Medium Term Financial Plan – setting a budget for the new Council**

This is a critical Tranche 1 product for the programme. The LGR programme is closely linked to work to identify where efficiencies can be delivered, as identified in the business case. By ensuring that MTFP and LGR work are aligned, we will avoid double-counting of financial benefits or duplication of activity, and support the MTFP programme to set a balanced budget alongside identifying what, how and when post-LGR transformation will be delivered (as defined in the Council Plan and Target Operating Model).

### **Transition, Transformation and Tranche Delivery**

The Programme is being delivered in three specific phases, or “tranches”, each of which relates to a specific requirement of the programme to deliver a new authority that delivers and can capitalise on the aims of the Business Case.

## Tranche Planning



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The programme has identified approximately 700 products to be delivered. These products have been organised into:

- **Tranche 1:** Delivery of products that are required on or before vesting day, including those essential to signalling the change to Somerset Council for our staff, Members and customers. Also includes activity and products that enable products in tranches 2 and 3.
- **Tranche 2:** Delivery of products that are important to the operation of services and functions but that aren't a 'must-have' for Vesting Day but will be delivered on or before 31 March 2024. Includes some products that will either deliver early cashable benefits and post-Vesting Day objectives of the Business Case or are enablers for subsequent benefits delivery
- **Tranche 3:** Delivery of products to fulfil the Business Case outcomes and benefits. This will incorporate priority transformation and improvement deliverables for Somerset Council.

The list of Tranche 1 products and their dependent products (whether enabling or enabled by the Tranche 1 product) can be found in Appendix B. Tranche 2 and Tranche 3 products will be validated in late 2022.

Products and their associated milestones are monitored through the programme governance outlined later in this document.

To ensure delivery of products and outcomes are kept on track, the Programme Management Office (PMO) maintains a detailed Programme Plan which combines all workstream plans. It is imperative that the programme maintains robust oversight of all project plans including their milestones during the programme to ensure that the programme delivers as planned and expected. Workplans including milestones and decision-points are imperative to managing dependencies, change and the overall configuration and deliverability of the programme.

The PMO also produce a plan detailing products / milestones due within the next 8 weeks which is presented to Programme Board each week.

A robust and transparent system is in place for the reporting of delivery of the programme. Programme reporting is accessible to all programme, workstream and sub-workstream leads with appropriate resource in place to help maintain this.

Change to the programme or the Business Case is managed through a robust Change Control process – understanding change and its impact on the overall delivery of the programme. This ensures that changes are clearly understood and any impacts mitigated. This includes embracing new opportunities as well as tackling risks.

Tranche 1 products are described as those that are critical to efficient and effective operation of the new council and are required before or on Vesting Day. A complete list of Tranche 1 products can be found in Appendix B.

### **Member engagement and arrangements**

Before the SCO was approved a Joint Committee acted as the transitional decision-making body. For the period between the SCC being approved and the first elections to the unitary council an SCC Executive has become the transitional decision-making body with a membership of nine members (County Leader, four County members and the four District Council Leaders).

Members across the five councils are involved in the transition in several different ways. A comprehensive Members induction programme was established for new Councillors elected in 2022, to ensure they had a good understanding of all the functions of the new organisation and can help shape the new Council.

Regular briefings for all Members are in place for duration of the Implementation period of the Programme.

Somerset Council will have 110 elected Members, and they were elected in May 2022. The Constitution will set out the formal democratic governance of the new authority including committee and scrutiny arrangements, Codes of Conduct and other information such as Schemes of Delegation.

Officer support is essential so that strong working relationships between officers and Members are developed and maintained, both in terms of general programme information and Members inquiries, but also in developing products and services that are fit for purpose and meet the expectations of the SCC Executive and Council. A list of workstream and sub-workstream leads, as well as members of the Programme Management Office, is available in Appendix D and direct contact with the programme can be made via [ProgrammeManagementO@Somerset.gov.uk](mailto:ProgrammeManagementO@Somerset.gov.uk)

### **Transition Arrangements**



## **Structural Changes Order (SCO) and governance requirements**

The SCO puts in place the formal legal structures to create the new council. It also set the timings of elections, specifies divisions, numbers of councillors and imposed legal duties on the county and district councils.

The SCO defines two “transitional periods”

- The first transitional period ran from 18 March 2022 when the SCO came into effect, and ended on the fourth day after the 5 May 2022 elections.
- Implementation is now in the second transitional period, which runs until Vesting Day on 1 April 2023.
- During both transitional periods, the SCO requires the SCC Executive (in this case, SCC’s Executive) supported by the Implementation Board to:
  - Ensure delivery of “effective, efficient and timely transfer of the district councils’ functions, property, rights and liabilities.” In other words, to ensure delivery of a new council.
  - Hold and keep under review an Implementation Plan including plans, timetables and budgets that support delivery of the new unitary council’s functions on (or after) 1 April 2023.
  - Have regard to the Business Case approved by the Secretary of State: this means there is scope within it for flexibility to reflect changed in emphasis.

The Councillors elected on 5 May 2022 will serve for five years. They will govern the County Council to 31 March 2023 and the Unitary Council from 1 April 2023 to May 2027 when the next scheduled elections take place.

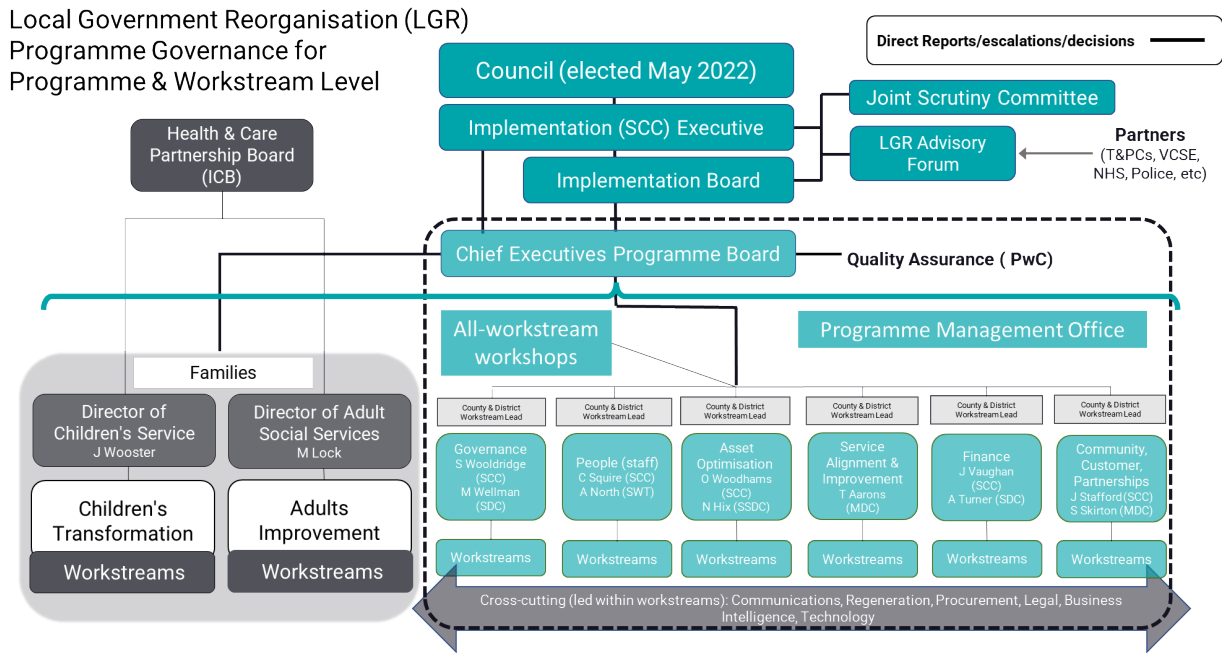
All County Councillors will have a role in delivering the new council, for example defining and approving its policies and plans and approving the new council’s budget in February 2023.

## **Governance Arrangements and Programme Structure**

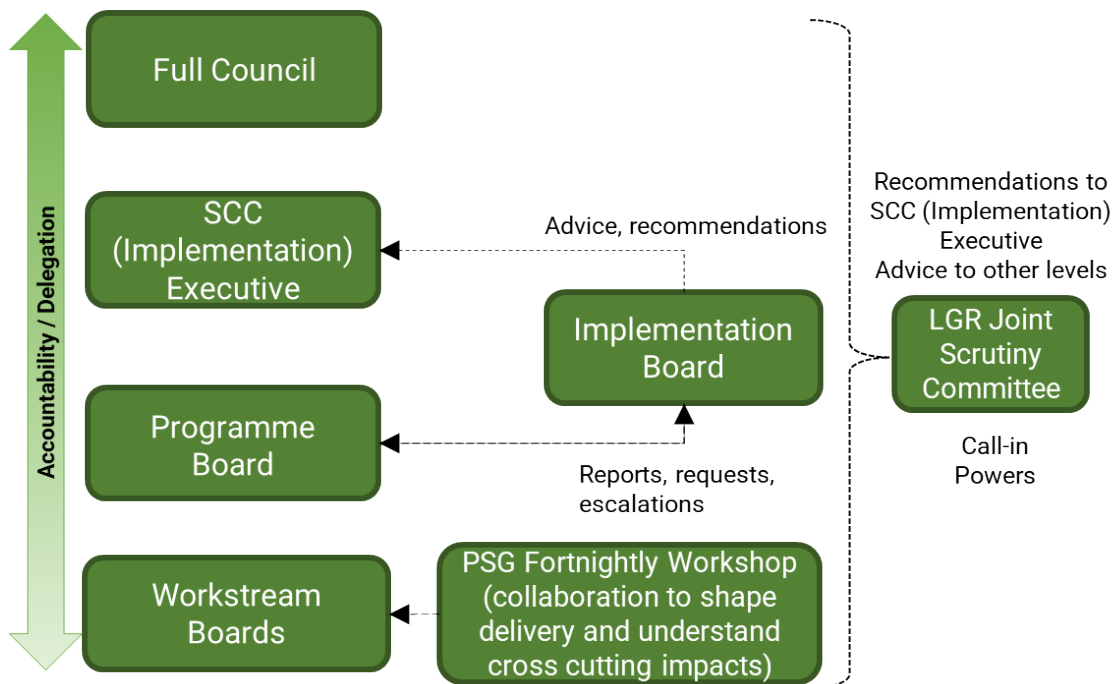
The governance arrangements for the programme are set out in the below diagram and can be viewed in full in Appendix C.

## **Programme Governance**

## Decision-making and accountabilities governance structure



## Decision-making and formal engagement structure



### SCC Full Council

The Full County Council's main purpose is to agree a budget and policy framework within which the Leader of Council and the Executive operate, and council services are provided. It will have a role in determining the shape of the new Council, for example budget setting for 2023-24. Its functions include but are not limited to:

- Determining the policy framework for the Council
- Approval of the Council's budget and Council Tax requirement
- Appointing the Leader of Council and Committees/Sub-Committees of the Council and appointing members with special responsibilities
- Approving the Council's Constitution and meetings calendar
- The appointment of the Chief Executive
- A range of other functions, which by law, cannot be the responsibility of the Executive, e.g., regulatory.

More information regarding Full Council meetings, membership and role can be viewed here - [SCC Full Council \(democracy.somerset.gov.uk\)](https://democracy.somerset.gov.uk)

### **SCC Executive**

The SCC Executive was established in accordance with the SCO. It is a role set by the SCO – SCC's Executive Committee is required to deliver the functions of an LGR SCC Executive.

More information regarding the SCC Executive's meetings, membership and role can be viewed here - [LGR SCC Executive \(democracy.somerset.gov.uk\)](https://democracy.somerset.gov.uk)

### **Implementation Board**

The Implementation Board has responsibility to review implementation of the programme, offer advice and make recommendations to the SCC Executive in order to:

- Ensure delivery of “effective, efficient and timely transfer of the district councils’ functions, property, rights and liabilities.” In other words, to ensure delivery of the new council.
- Keep under review the Implementation Plan including plans, timetables and budgets that support delivery of the new unitary council’s functions on (or after) 1 April 2023.
- Have regard to the Business Case approved by the Secretary of State

Membership of the Implementation Board is made up of Members drawn from the 5 Councils as follows:

- 3 members of Somerset County Council nominated by its Leader
- 2 members of Somerset County Council nominated by the leader of that council’s largest Opposition political group
- 1 member of each of the 4 District Councils nominated by the leader of their respective council.

More information regarding the Implementation’s Board’s meetings, membership and role can be viewed here - [LGR Implementation Board \(democracy.somerset.gov.uk\)](https://democracy.somerset.gov.uk)

### **Joint Scrutiny Committee**

A Joint Scrutiny Committee provides the joint overview and scrutiny function for LGR. The 5 Councils have delegated the overview and scrutiny of the LGR

Implementation Plan and LGR Implementation Budget to the Joint Scrutiny Committee.

Its responsibilities include:

- Informing and developing as well as scrutinising the work undertaken by the SCC Executive and the Implementation Board, in relation to delivering the new Council.
- Informing the programme and its development (e.g., role and function of LCNs and Asset and Service Devolution) rather than just scrutinise and provide challenge to the Implementation Board and programme delivery.
- Provide the sole scrutiny function to the LGR programme. It will not scrutinise activity outside the programme.

Membership will be made up of 16 members drawn from members of the Constituent Councils as follows:

- Somerset County Council (8 members)
- Somerset West and Taunton Council (2 members)
- South Somerset District Council (2 members)
- Sedgemoor District Council (2 members)
- Mendip District Council (2 members)

More information regarding the Joint Scrutiny Committee's meetings, membership and role can be viewed here - [Joint Scrutiny Committee \(democracy.somerset.gov.uk\)](http://democracy.somerset.gov.uk)

### **Chief Executive's Programme Board**

The Chief Executive Officers Programme Board (CEOs Programme Board) leads and directs the delivery of the Programme Implementation Plan and considers critical "business as usual" decisions by each of the five councils that may have longer term implications for the new council.

Membership consists of the County and District Chief Executives, LGR Communications Lead, County S151 Finance Officer, County Monitoring Officer, Programme Director and PMO Programme Managers.

### **Programme Steering Group**

The Programme Steering Group is made up of the Programme Director, Workstream Leads, District Council Leads, LGR Communication Lead and PMO Programme Managers. Its responsibilities include collaboration to develop key products, provide assurance to the Programme Board that the programme is progressing well, and deal with challenges or issues that may arise. It meets fortnightly in a workshop setting to collaborate on development of programme products.

### **LGR Advisory Forum**

This group comprises of representatives of partner organisations and is chaired by the County Council's Executive Lead Member for LGR. The purpose of the Forum is to ensure that LGR in Somerset is delivered effectively with strong stakeholder engagement and involvement. The Forum will:

- Engage with, partners, stakeholders, and others to promote engagement with and understanding of the new authority as it develops.
- Hold public events as part of a broader public engagement plan.
- Advise on the design and delivery of the cash and non-cash benefits expected from the new authority.

The Forum has an advisory role only. It is intended that the membership include representatives from:

- SCC Executive
- Somerset Association of Local Councils
- Society of Local Council Clerks
- SPARK Somerset
- Local NHS
- Education
- Avon and Somerset Constabulary
- Federation of Small Business
- Environment representative (organisation to be confirmed)
- The Arts Council
- Historic England

## **Workstreams**

There are 6 workstreams across the programme, each workstream is led by two senior managers (one each from County Council and District Council). Underneath these workstreams are several sub-workstreams which deliver groups of related products. The workstreams are: -

- Governance
- People
- Assets Optimisation (in 2 parts – Technology and Property)
- Service Alignment & Improvement
- Finance
- Community, Customer & Partnerships

Within each workstream are a range of focussed sub-Workstreams delivering related products. There are approximately 700 distinct products in the programme. A complete list of sub-workstreams can be found in Appendix D.

There are several cross-cutting themes that are led by sub-workstreams including communications, regeneration, procurement, legal, business intelligence, technology, and equalities.

## Programme Management Office (PMO)

PMO provides a lead role in delivering the new Council and is responsible for reporting and driving the overall programme as defined. Its responsibilities are:

- Holding a single, strategic view of the programme and working with workstreams and other programmes to manage dependencies.
- Setting and maintaining the programme methodology and ensuring it is embedded across the programme, for example by providing specific tools, operating procedures and documents, and ensuring governance is fit for purpose.
- Improve programme and project management capability across the workstreams by developing and championing a consistent, best practice-based approach to programme and project management
- Co-ordination, advice, and support to workstreams to ensure they deliver outputs as defined to assist the delivery of expected financial and non-financial benefits.
- Creating and maintaining robust performance management arrangements to provide assurance to programme stakeholders and external partners including with central government. Transparency is a central principle of the programme therefore Members and the public must also be confident that the programme is delivering as intended and that problems are identified and resolved, and opportunities capitalised upon.

The outputs of the PMO function include:

- Standardised approaches for workstreams to plan and manage their work.
- Centralised, open, and simple to use registers for the recording of Risks, Issues, Lessons Learned, Products and Milestones – all feeding into an automated scorecard reporting process as well as programme timelines: a “say once, report many times” approach.
- A copy of the latest Scorecard (end-August 2022) can be found in [papers for the 27 September 2022 Implementation Board \(pages 15-19\)](#)
- Mobilisation and signposting programme staff to learning sessions and guidance – ensuring staff have the tools and knowledge to their jobs well. Induction process to onboard new staff into the programme.
- Regular checkpoint reviews
- Programme briefings and support for programme communications
- Maintaining the Integrated Assurance
- Change and configuration control, re-baselining the programme and critical path
- Quality assurance
- Benefits tracking
- Risk and issues management
- Financial/budget management
- Resource and capacity management

- A single SharePoint site, accessible by all members of the programme, with built in areas for each workstream to store and collaborate on files and a landing page designed to signpost users to tools and resources.

They will maintain the LGR delivery plan, which can be viewed in appendix E (dated 10 October 2022).

Embedded Project and programme management support will provide resource directly to workstreams to:

- Identify and allocate project and administrative resource to workstreams
- Support delivery of the projects and activity of that workstream, including reporting and management of information
- Ensure that the PMO tools and methodologies referenced in this manual are used and embedded in all workstreams

The PMO will also:

- Provide meeting support to the Chief Executive Programme Board
- Operate from multiple locations across Somerset including hybrid working. It will pursue a digital-first approach to ensure a single, live version of programme and workstream information is visible across workstreams and by stakeholders.
- Maintain the high level and detailed Programme Plan on behalf of the Implementation Board
- Work with workstreams to map and understand dependencies

### **Quality Assurance and Delivery Partner**

PwC has been procured as an external quality assurance and programme delivery partner, acting as a critical friend to the programme as a whole and supporting the 6 workstreams and programme team

PwC operates within and across the programme to promote a coherent approach and effective working arrangements.

Work provided By PwC covers:

- Quality Assurance support for the programme, including monthly reporting, workstream liaison, supporting the PMO and regular reports to Programme Board and Members.
- Deep dives into parts of the programme requiring additional support or troubleshooting
- Specific support for the People and Service Alignment Sub-Workstreams
- Support to develop a Target Operating Model for Vesting Day

### **Day 1 Readiness**

The programme is increasingly focussed on ensuring that the new Council operates as planned on Vesting Day. This includes individual as well as service readiness. A Day 1 Readiness Group provides assurance to the Programme Board and Members that the new Council will operate effectively. This includes identifying what needs to be done, when, by who, identify issues to be resolved, and resolving them.

The objectives of the Day 1 Readiness Group are:

- Provide a clear and shared vision for a successful day 1: for our customers, our staff, the organisation, governance.
- Identify enablers for building readiness amongst staff, members and with stakeholders
- Understand measures of readiness and analyse scenarios (opportunities as well as risks)
- Understand what's important to staff for day 1 in order to deal with concerns, promote plans and opportunities, and help develop a strong culture for the new Council

### **Change Readiness**

Change readiness is about involving staff, partners, Members, the public and others in delivering the LGR programme so that they can play their part in achieving the aims of that part of the programme. If people are at the heart of any change, they are more likely to reap the benefits of the changes being made, and the new Council.

In the Somerset LGR Programme, change readiness is a core and critical element of programme delivery. Workstreams are supported to prepare change and adoption plans, assessments have been made to identify where change readiness is critical to success, and progress is reported as part of the monthly scorecard.

### **Risk / Issue Management**

Risks and Issue management is recognised as an essential element of programme governance and management.

The programme provides an effective risk and issues management and escalation framework to support the transition to a single unitary authority for Somerset. There is a risk and issues manager for the programme has been identified and the framework supports teams to identify, log and escalate of risks and issues in the programme is in place.

Opportunities management is encouraged and a process to support teams in that is being developed alongside definition of Tranche 2 and 3 product lists.

The latest programme-level risk report (August 2022) can be found in [papers for the 27 September 2022 Implementation Board \(pages 32-41\)](#)

### **Climate Change and Ecological Emergency**

The 5 Somerset Councils all declared a Climate Emergency in 2019 and worked together to develop a shared Somerset Climate Emergency Strategy which was adopted in 2022. This Strategy set three key goals;



- To decarbonise Local Authorities, the wider public sector estates and reduce our carbon footprint
- To work towards making Somerset a Carbon Neutral County by 2030
- To have a Somerset which is prepared for, and resilient to, the impacts of Climate Change

The Strategy details 63 objectives which will need to be met to deliver on the three key goals.

The single unitary council Business Case identifies a key advantage of a unitary council being a simpler structure and resource for responding to, and directing action against, the climate and ecological emergency.

Somerset County Council has also declared an Ecological Emergency, and this policy will be reflected in development of the programme and products.

An LGR Climate Emergency working group is working with LGR workstream leads to embed the goals and objectives of the Strategy into all workstream areas and fully support our response to the declared Climate Emergency. Officers will be tasked with designing services in line with Climate Emergency impacts and responses.

## **Equalities**

As part of our Public Sector Duty, the impact of any proposed changes and decisions on inequalities within the context of the main protective characteristics should be considered. This consideration is ongoing and should inform all decisions taken regarding specific products or workstreams, where relevant, as part of the LGR process and beyond. This consideration should include constructive challenge of conclusions articulated within Equalities Impact Assessments for robustness.

Equalities, Diversity and Inclusion is a sub-workstream within the Service Alignment workstream and is also represented within the PMO.

## **Transition Budget**

The transition budget for delivering the new council and stated benefits is £16.5m. The Programme Managers in liaison with the PMO Financial Section 151 Officer are responsible for managing the implementation budget. A budget structure has been set up based on the programme governance and cost centres allocated for each project and where appropriate workstream.

Budget is allocated by the Programme Director in liaison with the Section 151 Officer and it will be the responsibility of the workstream leads and other accountable officers to manage their agreed cost centre budget and report on spend.

Budget monitoring reports are provided to the Programme Board and Committees (eg Joint Scrutiny Committee) of forecast and actual spend against the allocated budgets including an explanation of significant variances and how those variances

will be mitigated. Budget requests must adhere to the budget protocols agreed by the Chief Executives Programme Board.

A copy of the latest programme budget report (end-August 2022) can be found in [papers for the 27 September 2022 Implementation Board \(pages 21-22\)](#)

## **Recruitment Protocol and Mutual Aid**

### Recruitment Protocol

It is estimated that most of the reduction in staff numbers because of becoming a unitary council will be realised through normal turnover: closing vacant posts, voluntary redundancies, and redeployment. Agreeing recruitment principles across the Councils provided an opportunity to promote a culture of collaboration, to protect employment and to reduce potential redundancy costs in support of creating the new authority in the strongest financial position. The purpose of the Recruitment Protocol is:

- Maximise opportunities and help retain our people across the authorities
- Safeguard ongoing employment of staff
- Aid transition to a new organisation
- Minimise the risk of future potential redundancies when bringing services together
- Better manage resources (employees and finance) in the transition phase
- Continue the delivery of high-quality services.

### Mutual Aid

It is possible that individual councils may experience workforce shortages due to turnover of staff and recruitment difficulties. In these situations, it is agreed that resource may be requested from other councils, and this should be considered as the first question to ask when recruiting to any role (including those on the exempt list, for example statutory posts). This cover can be provided in different ways, including:

- Secondments
- Transfer of work
- Teams working together (although not formally merging) ahead of Vesting Day

Where required, HR teams will determine the most appropriate contractual basis for this to happen, working with managers, staff, and trade union representatives. Mutual aid requests are presented at Programme Board for approval on a weekly basis.

## **Communications**

### Branding

Branding will be critical to the tone and identity of new council for all stakeholders, representing a new, shared vision for a new organisation. Priority for “Somerset

Council” branding will be given to Tranche 1 services and statutory requirements and a branding strategy and process supports that.

To show where work on the transition to a new authority is taking place, and that the 5 Councils are working in partnership to deliver it, interim branding has been agreed.

Delivering a brand for the new council, and how that will be designed, is the responsibility of the Communications sub-workstream and will be agreed by the SCC Executive. It will be a critical sign for residents, staff, providers, and businesses that a change has taken place, support the development of the culture of the new organisation, and assist achieving aims of the new Council relating to accessibility and efficiency.

#### Public-facing website

As well as a communications plan for both internal and external communications, a public-facing website has been created as a single online point of access for information. Hosted on <https://newsomersetcouncil.org.uk/> the website provides news and updates, detail on LCNs, details of upcoming meetings, consultations and frequently asked questions.

## Appendices

### Appendix A – Glossary

**(LGR) Advisory Forum** – A group comprised of representative partner organisations and Chaired by the County Council’s Executive Lead Member for LGR. The purpose of the Forum is to ensure that LGR in Somerset is delivered effectively with strong stakeholder engagement and involvement. The Forum will:

- Engage with, partners, stakeholders, and others to promote engagement with and understanding of the new authority as it develops.
- Hold public events as part of a broader public engagement plan
- Advise on the design and delivery of the cash and non-cash benefits expected from the new authority.

The Forum will have an advisory role only and no decision-making or scrutiny role.

**Behaviour** - Actions, habits, and practices that shape a culture. This is important because of the different ways the new council may choose to work. New or different behaviours can be encouraged by applying principles, ideas, process, and systems.

**Benefit** - A benefit is what our customers, communities and colleagues can actually see and feel as a result of what we do. They should show measurable, quantifiable improvements from outcomes, capabilities, products.

**Business Case** – A Business Case provides justification for undertaking a project, programme or portfolio. In the context of LGR this refers to the [Business Case for a single unitary authority in Somerset](#).

**Capability** - Something (service, function, operation) that enables the new council and its workforce to deliver services or improve them.

**Change Control** - is the process through which all requests to change the approved baseline (what we have agreed to do) of a piece of work, usually a project or a programme of work. Request for change are captured, evaluated and then approved, rejected or deferred.

**Change Impact** – The results of something that has been done, on people, groups, organisations as the result of a change. Change impacts should be continually identified and assessed, as they could be negative as well as positive. Plans to reduce or remove negative impacts should be implemented and monitored.

**Change Management** - Change management is about understanding how people react to changes and helping them adapt and embrace new ways of working or different situations. This is important when delivering a large amount of change like a unitary council. Change management activity e.g communication, engagement, training, should be interwoven with technical work, e.g. project plans.

**Chief Executive Officer (CEO)** - The most senior corporate, executive, or administrative officer in charge of managing an organization. The County Council and four Districts all have a Chief Executive.

**Communication** - Communication is giving, receiving or exchanging ideas, information, signals or messages through appropriate media, so people or groups

can learn about something, understand it, share or ask for information or to express their views.

**Consequential Orders** – These are laws (legislation) passed by the Secretary of State to make, to tidy up a range of legislation relating to the five Somerset Councils, so the single unitary can work effectively. It is often known as a “tidying up exercise”.

**Dependency** – Tasks, activities or products that require other work or decisions in order to deliver their own tasks and activities: this could relate to time, quality, or cost.

**Dependency management** - an important aspect of programme control, to ensure that where a workstream/product has a dependency that the impact of any delays are understood. Likewise, it is important for a workstream/product to see where there is a dependency with another product or workstream.

**Engagement** - Opportunities and activities that open-up dialogue to listen, seek feedback and promote collaboration and sharing of learning

**Equalities Impact** - Any impacts on communities protected by equality legislation. Impacts should be continually identified and assessed. Plans to reduce or remove negative impacts should be implemented and results monitored as part of delivery.

**Implementation Board** – Responsible for monitoring of the programme and providing advice and recommendations on its implementation to the SCC Executive.

**SCC Executive** – Responsible for ensuring that the LGR Programme is delivered and making decisions to ensure the effective delivery of the new Council. The SCC Executive for the programme is the Somerset County Council Executive Committee, as defined in legislation.

**Implementation Plan** – A document required by legislation, it must contain detailed plans and timetables showing how the new unitary council will be delivered effectively.

**Issue** - When mitigating actions applied to a risk fail to prevent an event from occurring, resulting in an ‘issue’ that needs to be managed. Issues can also arise from unforeseen circumstances.

**Local Community Network (LCN)** - Local Community Networks (LCNs) will be part of the new Somerset Unitary Council and bring Somerset Unitary Councillors and Officers together with key partners such as Town, City and Parish Councils, Health, Police, the Voluntary Sector and local groups, as well as residents.

The elected leaders of the new Somerset Council have confirmed their commitment to LCNs, and an intention to develop the model further in consultation with residents.

**Lessons learnt** - Recorded experiences of what has worked well or not when undertaking pieces of work. Intended to be shared so learning is not lost either within the programme and beyond

**Medium Term Financial Plan (MTFP)** – A annual review of the Council budgetary position and production of a rolling 3-year plan. This plan considers the financial climate at both the local and national level together with available resources and budgetary pressures in arriving at a financial strategy and budget for the Council.

**Minimal viable product (MVP)** – a business term meaning a version of a product with the minimum number of features to be usable by customers. This can then allow them to provide feedback to develop and improve it over time.

**Mutual Aid** – An agreement between our five Councils to provide short term assistance to resolve an issue or help deliver an important activity. Most often this relates to sharing staff, but can involve office space or other things.

**Objectives** - Specific statements of what is intended to be achieved by a piece of work. It helps when creating vision, goals, desired states.

**Outcome** - The result of outputs / capabilities put into action that makes a real-world difference to people's lives.

**People Side of Change** - Understanding and implementing what it takes to ensure the people closest to any change are equipped, enabled, and motivated to adopt new ways of doing things. Can include council services or ways that council staff work.

**Policy Framework** - guides the development of policies and procedures to ensure they are both consistent and user friendly for employees.

**Practice** – How people apply an idea or way of doing things, in the real world.

**Process** - The actions or steps taken to achieve a planned result or outcome

**Procurement** – obtaining or purchasing goods or services, ensuring that the correct rules and procedures are followed

**Product** - Quantifiable goods or services (outputs) that workstreams and Project Managers will create to deliver the new council. The LGR programme uses this term.

**Product list** - List of the products that the programme will deliver.

**Programme** - defined as the coordinated delivery of multiple, inter-related activities and projects to achieve a specified outcome by a specific date.

**Programme Board** - The Chief Executive Officers Programme Board lead the delivery of the LGR Programme. The membership of the Board is made up of the County and District Council Chief Executive's, the LGR Communications Lead, County Council Chief Finance Officer, County Monitoring Officer, Programme Director and PMO Programme Manager.

**Programme Management Office (PMO)** - PMO coordinates delivery of LGR Programme and is responsible for reporting and driving the overall programme.

**Programme Steering Group (PSG)** – Group made up of the Programme Director, Workstream Leads, District Council Leads, LGR Communication Lead and PMO Programme Manager. Its responsibilities include collaboration to develop key products, provide assurance to the Programme Board that the programme is progressing well, and deal with challenges or issues that may arise.

**Project** - A project is defined as a single package of work with a fixed duration of time to deliver specified outputs on a given date. Each workstream is responsible for delivering a range of projects, which make up the programme.

**Project Workbook** - A single place where management and reporting information for a project. Intended to be easier to manage than a range of different documents, it is used to avoid unnecessary duplication or copying information to other documents .

**Purpose** – The reason why something is done or created or why something exists.

**Risk** - The effect of uncertainty on what we are trying to achieve. The purpose of risk management is to identify and manage the barriers to achieving our objectives. Managing risk well is critical to success of the LGR programme.

**Safe and legal** – The term safe and legal is used to categorise products which are deemed essential to the operation of Somerset Council on day 1. Refers to services that need to be delivered, meeting their statutory obligations. Often used interchangeably with the term “Minimum Viable Product”

**Scorecard** – A reporting tool used by workstream and sub- workstream leads to report on the delivery of their products which is reported up to the to the Programme Board, Joint Scrutiny Committee, Implementation Board and SCC Executive.

**SharePoint** - SharePoint is a web-based collaborative platform used by all 5 councils to store, report and manage all information and documents relating to the programme. Performance and other reports (including publicly available ones) use information stored on SharePoint

**Structural Changes Order**- the legislation passed by Parliament which provides the legal powers to create the new unitary council. This includes its name - Somerset Council – and the day it begins operations which is 1<sup>st</sup> April 2023, or “Vesting Day”

**Target Operating Model (TOM)** - A Target Operating Model clearly states how an organisation will deliver its vision and corporate plans. It explains how the council and staff will work with residents and partners to deliver what the Council has decided it wants to achieve.

**Tranche** – The way in which the programme is broken down into specific groups of products to be delivered. Below is an explanation of the 3 levels: -

- **Tranche 1** – Delivery of products that are required on or before Vesting Day, including those essential to signalling the change to Somerset Council for our staff, Members & Customers. Also includes activity and products that enable products in tranches 2 and 3
- **Tranche 2** - Delivery of products that are important to the operation of services but that aren't critical for Vesting Day.
- **Tranche 3** - Delivery of products to deliver the longer-term benefits of a single unitary council for Somerset.

**Transformation** - Activity which aims to change and develop authorities to create savings or improve performance.

**Transition** - The period during which the new council is created.

**Unitary Authority** – The name for areas that have a single local authority responsible for all local government services there. For Somerset, this means a single council instead of the County and District Councils

**Vesting Day** - The day when the new unitary council – Somerset Council - is established and starts work, superseding the County and District “two tier” system. In Somerset Vesting Day will be 1<sup>st</sup> April 2023.

**Workplan** - Project plan showing milestones, activities and owners of work required to deliver the products and new council.

**Workstream** - How we are dividing up the programme to deliver it – based on the Business Case and agreement on “what sits where.” Workstreams are responsible for delivering a wide range of related products. There are 6 workstreams in the LGR Programme:

- Asset Optimisation (Technical & Property)
- Communities, Customers & Partnerships (CCP)
- Governance
- Finance
- People
- Service Alignment & Improvement (SA&I)

**Workstream Board** - Responsible for delivery of a range of related activities. Each Workstream has a Workstream Board, jointly headed by a County and District senior manager, known as a Workstream Lead, reporting to the Programme Board

**Workstream Lead** - County and District senior managers tasked with leading a programme workstream.



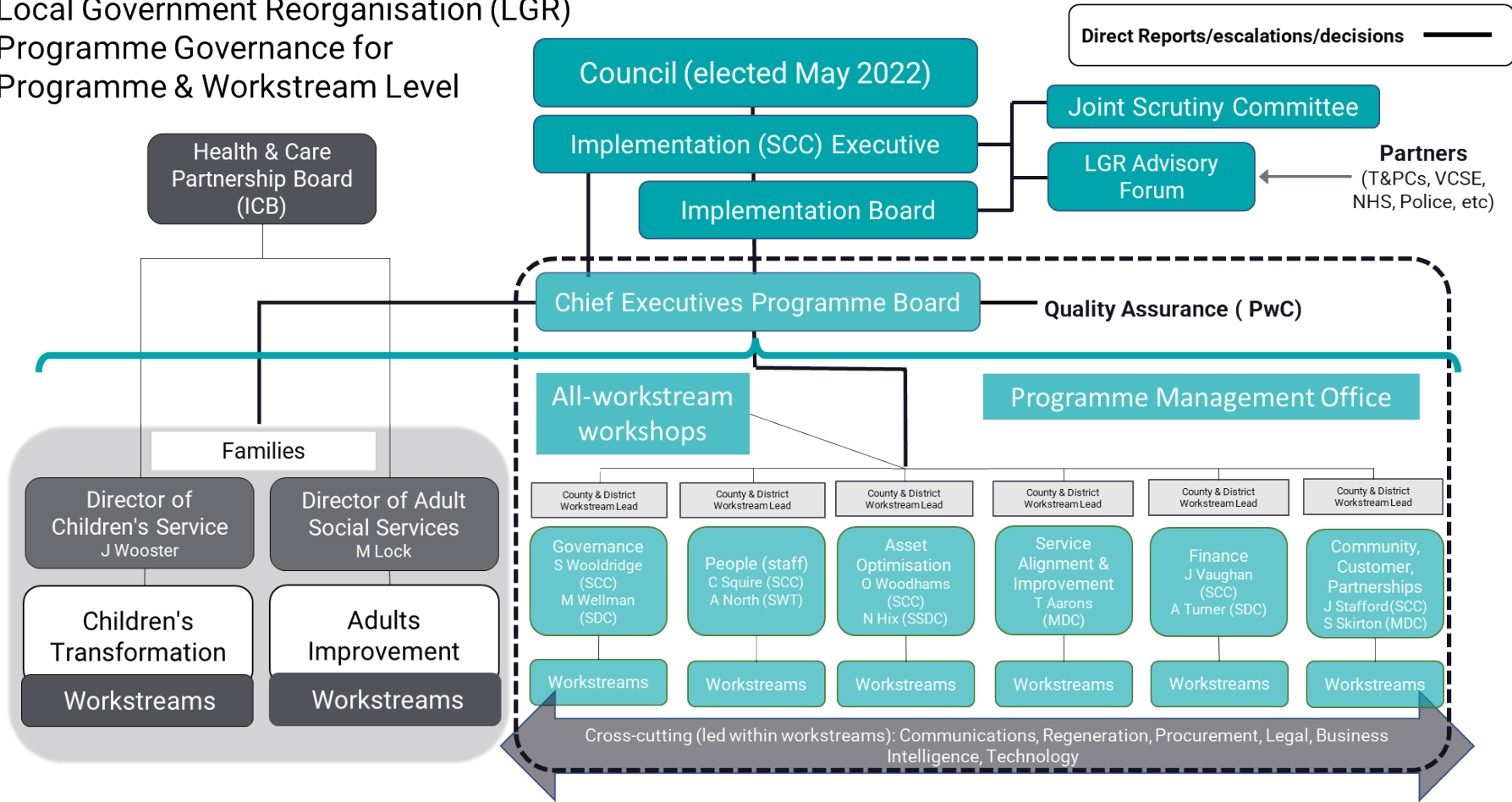
## **Appendix B – ‘Primary ‘ Tranche 1 Products**

- 2023/24 Revenue & Capital Budgets and MTFP (Medium Term Financial Plan) approved by Council
- Adopt a new Digital Strategy
- Agreed set of organisational values, to flow from Workshops
- Appointment of Tier 1 Senior Management
- Appointment of Tier 2 Senior Management
- Asset devolution strategy & policy framework agreed
- Behavioural framework, to flow from Workshops
- Branding for new council
- Civic Arrangements
- Common approach to ways of working agreed
- Consequential Orders
- Continuing authority governance and democratic arrangements
- Corporate Planning Framework
- Council Key Contacts
- Council Tax & Business Rate bills & Benefit notifications correctly calculated & issued for the 2023/24 financial year
- Customer Strategy
- Disclosure and Barring Service processes
- Financial Regulations, Contract Standing orders, anti-fraud, money laundering and whistleblowing policies for new council
- Have in place agreed and aligned standards of service to ensure continued stable service delivery on Vesting Day
- Have in place business continuity management arrangements
- Have in place emergency plans reflecting Somerset Council
- Implementation Governance Meetings
- Information Governance framework and policies
- Internal Comms Strategy
- Internal People Staff Survey Strategy
- Key financial policies and strategies aligned
- Local Community Networks (LCNs)
- Members Induction and Development Programme
- New Target Operating Model
- New Organisation Structure

- New Single Website
- Onboarding processes finalised
- One Single Housing Revenue Account Finance Sheet
- P45 Registration to ICO (Information Commissioners Office)
- Partnership Strategy Framework
- Policy Framework for Service Devolution
- Records Management Strategy
- Role descriptions for Unitary Councillors
- Security Strategy & Management System: cyber security strategy and framework
- Security Strategy & Management System: integrated information security management system
- Single (ICT) platform and Identity management
- Single Finance System
- Single Learning Management System
- Single recruitment process and protocols
- Single set of HR policies and guidance for new Council
- Single set of HR policies and guidance for new Council
- Single Telephone number
- Soundly run election in May 2022
- Support to Parish and Town Councils
- Taunton Town Council Organisation
- Temporary Labour Contracts in place
- The transfer of all existing contracts (as at 31/03/2023) to the new Somerset Council in a seamless manner so that Goods, Services and Works are contractually compliant on 01/04/2023
- Toolkit for managers and teams, to help with integration and induction to the new organisation
- TUPE transfer of staff from District Councils to new Council
- Unitary Council governance arrangements/democratic structures
- Unitary Council New Constitution.
- Wellbeing programme

## Appendix C – Programme Governance diagram

Local Government Reorganisation (LGR)  
 Programme Governance for  
 Programme & Workstream Level



## Appendix D – Sub-workstreams as of 10/10/2022

Workstream	Title
Assets Optimisation: Property	Asset Devolution Strategy and Policy Framework
	Asset Management Plan & Policy Framework
	Asset Management System
	Asset Rationalisation - Offices, Customer Service Points, Depots
	Consolidated Management of Commercial Investment Property
	Consolidated Management of Inflight Projects & Programmes
	Consolidated Management of surplus property and asset disposals
	Facilities, Printing and Staff Services
	Operating Model
	Valuations function established, policies and process
Assets Optimisation: Technical	Applications Roadmap and Contracts Review, Integration Strategy and Systems Architecture, Integrated Lines of Business
	CAPITA Contract Plan
	Consolidated ICT Asset Register & Asset Management
	Cyber Security strategy and Framework
	Disaster Recovery & Business Continuity
	End User Hardware and services, office productivity - Staff
	GIS Integration
	Hybrid Meetings & Committee Facilities
	ICT & Information Management Policy, technical governance & standards frameworks
	ICT Compliance and Assurance
	ICT Service Management Function - Other Products
	ICT Service Management Function - Priority Products
	ICT Traded Services
	Members ICT
	Mobile Telephony
	Network and Telephony (Network and Staff Comms Infrastructure)
	Operating Model for ICT Function
	Single Platform/Domain for new Unitary and Single Identity Management Solution
	Technology adoption and change plan
	Technology Strategy and Transition Planning
Communications	Brand Development
	Brand Roll-Out
	Corporate Communications Strategy
	Digital Communications Strategy

Workstream	Title
	External Communications Strategy
	Internal Comms Strategy
	Intranet
	Marketing Support for Income Generation
	Member Communications Plan
	Newsroom
	Public Engagement Plan
	Stakeholder Engagement Strategy
	Website Communications Functions
Communities, Customers and Partnerships	Customer Experience and Contact Centre
	Digital, Website and Accessibility
	Enhancing Partnerships
	Information and Data Management - Information Governance
	Local Community Networks (LCNs)
Finance	Accounts
	Budget planning & monitoring
	Compliance
	Exchequer
	Finance System
	Finance workstream architecture
	Non-Treasury Investments
	Procurement
	Revenues and Benefits
	Treasury Management and Pensions
Governance	Commercial Governance
	Corporate Performance
	Corporate Planning
	Electoral Arrangements and Elections
	Governance & Democratic Arrangements
	Member Development, Training and Induction
	New Operating Model
	Programme Governance Resources - Democratic
	Programme Governance Resources - Legal
	Programme Legal Advice and Support
	Records Management
	Taunton Town Council
	Unitary Constitution and Structural Change Orders
People	Cultures & Behaviours
	Diversity and Inclusion
	Health and Safety
	Organisational Design
	Organisational Development
	Payroll, Terms & Conditions and Transfer of Undertakings (Protection of Employment) (TUPE)
	Recruitment Services

Workstream	Title
	Wellbeing and Ways of Working
Programme Management Office	Target Operating Model
Service Alignment & Improvement	Building Control
	Business Change & PMO
	Business Intelligence
	Business Support
	Civil Contingencies and Emergency Planning
	Climate Change & Water
	Commissioning
	Communications
	Community and Family Safety
	Culture and Universal Community Services
	Environmental Health, Licensing and Coastal Services
	Equalities, Diversity and Inclusion
	Growth 1 - Prosperity & Economic Dev
	Growth 2 - Planning & Enabling
	Highways
	Housing 1 - Housing Landlord Functions
	Housing 2 - Operational Housing Services
	Housing 3 - Private Sector/Universal Provision
	Infrastructure Delivery & Active Travel
	Sports, Leisure and Countryside
Traffic Management	
Waste & Neighbourhood Services	

## Appendix E – Critical Product Programme Delivery Plan at 1 November 2022

Nov 2022		Dec 2022	Jan 2023		Feb 2023						Feb 2023					Mar 2023		Apr 2023	
30/11/22		14/12/22	01/01/23		01/02/23	13/02/23	22/02/23				28/02/23					01/03/23	31/03/23	01/04/23	
Product 1061	Product 95	Product 509	Product 24	Product 90	Product 638	Product 1201	Product 237	Product 424	Product 70	Product 82	Product 10	Product 1178	Product 401	Product 423	Product 450	Product 6	Product 83	Product 1018	Product 1205
Define governance arrangements associated with LCNs	Common approach to ways of working agreed	Branding for new council agreed at executive	Taunton Town Council Organisation and democratic arrangements for new council agreed	Single set of HR policies and guidance for new Council	Fleet operations day 1 operational delivery (ensure safe and legal services on day 1)	Service Readiness across the programme for vesting day	Single Housing Revenue Account	Asset rationalisation - office accomodation strategy	Approval of the New Organisation Structure for Tiers 1, 2 & 3	Appointment of Senior Management in Tier 2 confirmed at Full Council	Unitary Council New Constitution.	Council Plan outlining strategic/political objectives for new council	2023/24 Capital Programme for Somerset Council	Asset & Service devolution strategy & policy framework agreed	ICT Disaster Recovery & Business Continuity	Consequential Orders	Appointment of Senior Management in Tier 3 confirmed at Full Council	Single telephone Number for new Council	Taunton Town Council Operational

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# LGR Forward Plan

## **Purpose of presentation**

- To note the Tranche 1 product decision points, lead-in meetings and forward plans for  
Implementation Board
- To note that some decision points are subject to confirmation including forward plan for HR Committee (scheduling under way now)
- For completeness, this presentation includes recently held meetings where LGR Tranche 1 products were presented.

# Implementation Board: Forward Plan

14 November 2022

- Asset Devolution Strategy
- LCNs
- Updated LGR Programme Implementation Plan
- Programme Update & Scorecard Report
- Risk Update
- Single Complaints Policy

20 December 2022

- Target Operating Model
- Customer Strategy
- Digital & Inclusion Strategy
- Transitional IT Strategy
- Asset Management Plan and Policy Framework

31 January 2023

- Applications Roadmap, strategy & architecture

TBC

- Partnership Strategy
- New Policies, charging schedules and instalment policies for Community Infrastructure Levy
- Voluntary Sector Budget for 2023-24 and Voluntary Sector Grants
- People Strategy
- A new structure for the new council
- Governance structure for Climate Emergency Strategy and its delivery
- Information Governance