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Programme Update

Programme Scorecard for October

PwC Report for October

Programme Progress Update

Programme Scorecard for month of October and PwC Monthly Report

Presenters:
Alyn Jones/Alastair Higton

Key points for discussion:

- Overall programme status: Amber

- The programme is part of the overall approach to MTFP

- Resourcing remains a challenge particularly in the Service Alignment workstream, however work continues to understand where these pressures are greatest and solutions being put in place now.

- Verbal update of changes / highlights in November scorecard

Ask of Implementation Board:

- Do the scorecard and verbal update demonstrate that the programme is delivering as intended?

- Where do Board have concerns?

Board are asked to note:

- **The report for November was not due to be finalised at the time of publication of papers.**

- **A verbal update on changes since the October Scorecard will therefore be provided at the Implementation Board meeting**

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LGR in Somerset - Top Level Programme Scorecard - Position as of End of Oct 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	A	A
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	R	A	A
Governance	G	G	A	A	G	G
People	A	A	A	A	A	A
Service Alignment	A	A	R	R	A	A

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Resource

Resources by Sub-Workstream	Last Period	This Period
Total Sub-Workstream Scorecards:	**101**	**100**
Sub-Workstreams Sufficiently Resourced	73	68
Sub-Workstreams with Borderline Resources	20	24
Sub-Workstreams Inadequately Resourced	8	8
No. of Products within Inadequately Resourced Sub-WSs	39	117
No. of Tranche 1 Products within Inad. Resourced Sub-WSs	13	43

Time

Time used and remaining until Vesting Day (April 2023):	Last Period (As of:) 30/09/2022	This Period (As of:) 31/10/2022
Time Used *(Since Oct 2021)*	364 Days (67%)	395 Days (72%)
Time Remaining	183 Days (33%)	152 Days (28%)

Product Delivery (Tranche 1 and 2)

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

Milestone Delivery (Tranche 1 and 2)

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

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Programme Overview

- The programme remains as an Amber RAG overall due to new areas of slippage to programme delivery and no change to the ongoing resourcing pressures in key areas of the programme, leaving limited or no resilience in the event of unexpected absences. Where resource pressures are unlikely to improve, sub workstreams are reviewing day one delivery to ensure there is a clear understanding of the minimum viable product should prioritisation be required to maintain both stable BAU service delivery and minimum LGR requirements, e.g. Revenues and Benefits; Health & Safety).

- Consultation on the new top structure (Tier 1-3) and TUPE consultation with all staff started in early November. Messages to staff on timing and sequencing of restructuring and TUPE have been communicated and will continue throughout the process. Administrative resource is required to ensure that the appointments process for Tiers 2 and 3 is managed efficiently and effectively. The People Workstream are exploring options and will escalate to Board if required. There are still some uncertainties around TUPE of Capita staff, and the team working on Capita contract are working hard to get the required information from Capita.

- The PMO/Business Readiness group continues to co-ordinate the programme's approach to readiness for Day 1. A framework for success has been developed based on Programme Steering Group and stakeholder feedback so that we have a clear and shared understanding of capabilities and desired outcomes for day one from a customer, staff and organisational perspective. An engagement timetable and readiness action plan are now being co-produced with stakeholders. Work to develop the interim day one structure beneath the new tiers 1-3 is ongoing and will progress at pace to inform service level workforce/resource planning and staff engagement for day one. The programme is also looking at how we ensure day 1 problems are identified and resolved swiftly: we are collaborating with Buckinghamshire Council on their approaches and experience.

- Work has started to confirm Tranche 2 scope and definition. A matrix is being developed to baseline the extent of each service in the new council on day 1 and the transition activity currently planned by each service in the first year of the Unitary. This will provide an overview of the extent and pace of transitional change to fully align services, e.g. structure, systems, processes, and to deliver the Business Case savings. It will also help ensure appropriate phasing of activity is planned within available resources.

- Change and adoption planning for the new finance system Dynamics 365 is progressing, with change champions meeting for the first time to review the detailed thinking that has gone into the design phase of the system, gaining a better understanding of what it will look and feel like. Change and adoption activity will be made more visible in the programme plan e.g. training and development.

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Scorecard for month of November

- **The scorecard for November was not due to be finalised at the time of publication of papers.**

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Programme Progress Update

Peer Review

Presenter
Alastair Higton

Key points for discussion:

1. To give an update on the Peer Review now completed

2. Next steps regarding Peer Review report and required action plan

3. Implementation Board papers were published before the draft Peer Review report was shared, therefore a verbal update / supplemental information will be provided

Ask of Implementation Board:

- To note the update and programme commitment to respond to the Peer Review findings

- In response to the verbal update / any supplemental report (see point 3 above), offer views on how the programme should respond to Peer Review findings

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Peer Review

- Carried out between 6-8 December, looking at
  - Day 1 readiness
  - Preparations for developing the Council after Vesting Day
  - Development of Local Community Networks
- Spoke with Members, Workstream Leads, Chief Executives, partners and a range of staff across all 5 councils: 75 individuals in total in 1.5 days
- A report will be produced by the LGA
  - Initial feedback afternoon 8 December
  - Draft report sent to the council by 15 December 2022
  - Comments shared back through Executive for final report completion
  - Report signed off by the council and published within 6 weeks of final report, alongside a programme action plan

Report will be shared with Joint Scrutiny Committee and Implementation Board

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Programme Progress Update

PwC Monthly Assurance report

Presenter:
PwC

Key points for discussion:

This is the assurance report covering October which is intended to:

- Set out emerging themes, insights and reflections as part of the 'critical friend' role the core team have been commissioned to provide, informed by outputs from workshops, 1:1 meetings and smaller working sessions; and attendance at Programme Board and other meetings

- Provide an overview of some of the key activities that have taken place over the past month

- Propose solutions to issues identified and suggested next steps. This monthly report contains reflections from a particular point in time and recognises the progress that has been made against issues or risks highlighted in previous reports.

Ask of Implementation Board:

- To review the report and challenge / offer views on alternatives or amendments to respond to PwC's analysis.

Board are asked to note:

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PwC Monthly report for October

- Appended to papers as an appendix

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Business and Vesting Day Readiness

Alyn Jones and Alastair Higton

Programme Progress Update

Business and Vesting Day Readiness

Presenter:
Alyn Jones / Alastair Higton

Ask of Implementation Board:

- Note the approach being taken to readiness and culture of the new Council

- Take a view on whether this approach will deliver the outcomes desired, in particular:

  - For the public

  - For Elected Members

  - With reference to the unitary council Business Case

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Programme Timeline

Vesting Readiness
01/04/2022– 31/03/23

Transitioning
To 31/03/24

Transformation
To 31/03/26

Tranche 1

Tranche 2

Tranche 3

PMO Gateway

Business Readiness

Stage	Tranche	The Purpose
1 Vesting Readiness	1	• Centralised focus on preparing staff, members, customers, partners and services to adopt critical new ways of working from Day 1 – those things that assure service delivery and achieve T1 outcomes/benefits during the
2 Transition	2	• Preparing staff, members, customers, partners and services to adopt the defined new ways of working driven from the LGR programme
3. Transformation	3	• working with staff, members, customers, partners and services to strengthen the factors that enable organisational agility, whether through service improvement, ongoing transition activity, the new transformation programme or business continuity/performance

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What do we mean by Business Readiness?
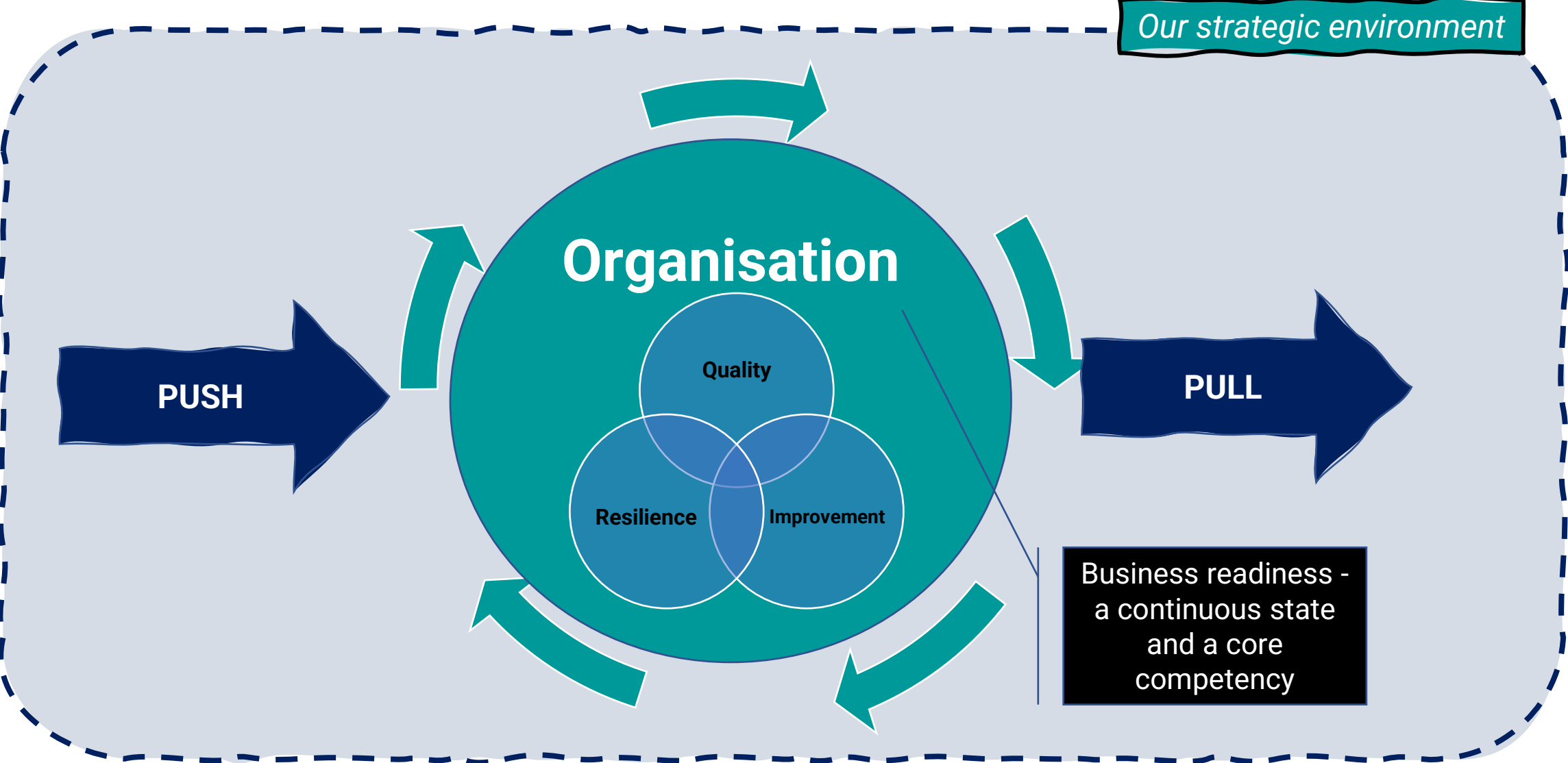
What good looks like for vesting readiness
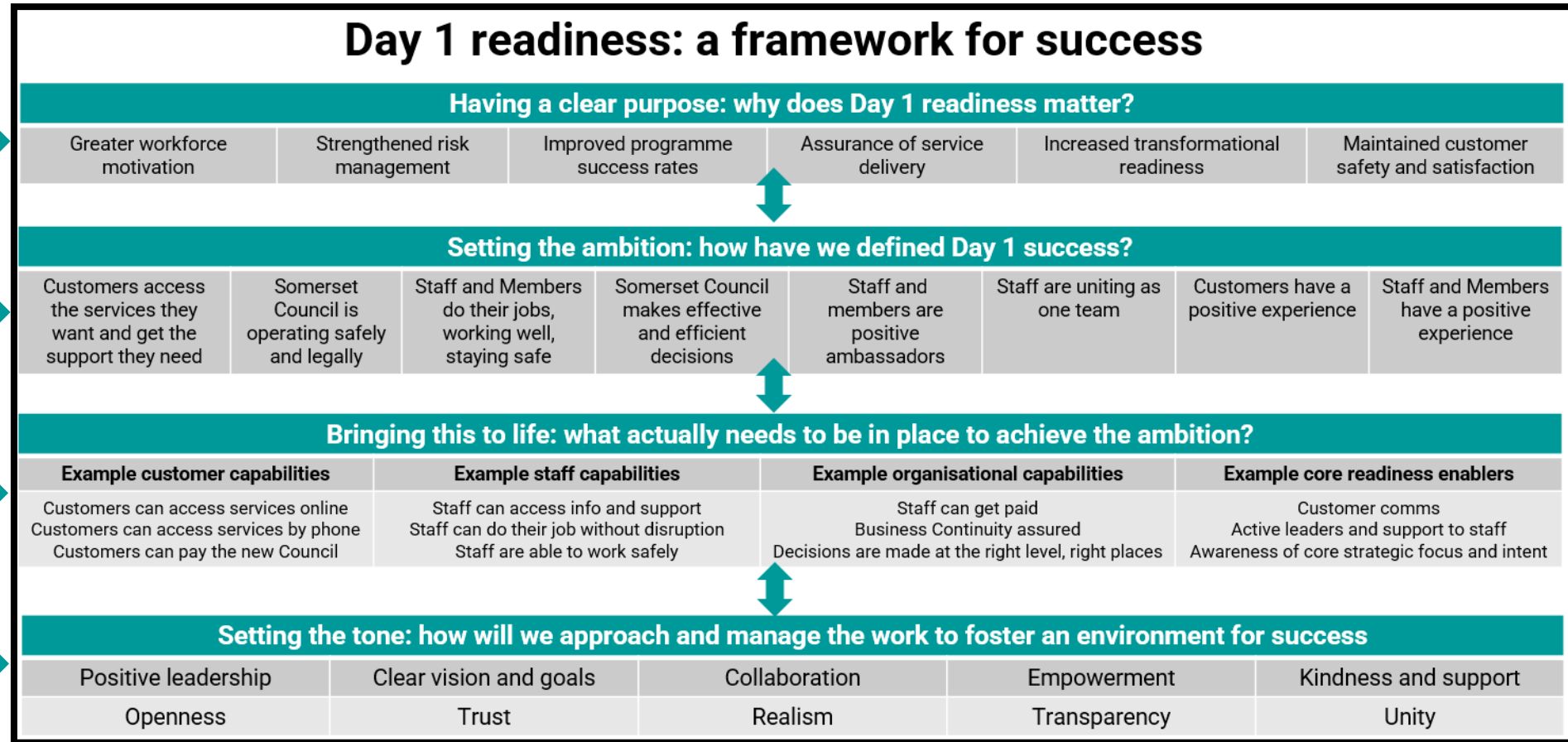
Why (Vision): key messages for strengthening buy in

What (Outcomes): clear vision to unite efforts on what matters most

How (Capabilities): set goals to achieve that will measure success

How (Principles): principles to adopt to shape the work and promote success

Day 1 readiness: a framework for success

Having a clear purpose: why does Day 1 readiness matter?

Greater workforce motivation	Strengthened risk management	Improved programme success rates	Assurance of service delivery	Increased transformational readiness	Maintained customer safety and satisfaction

Setting the ambition: how have we defined Day 1 success?

Customers access the services they want and get the support they need	Somerset Council is operating safely and legally	Staff and Members do their jobs, working well, staying safe	Somerset Council makes effective and efficient decisions	Staff and members are positive ambassadors	Staff are uniting as one team	Customers have a positive experience	Staff and Members have a positive experience

Bringing this to life: what actually needs to be in place to achieve the ambition?

Example customer capabilities	**Example staff capabilities**	**Example organisational capabilities**	**Example core readiness enablers**
Customers can access services online Customers can access services by phone Customers can pay the new Council	Staff can access info and support Staff can do their job without disruption Staff are able to work safely	Staff can get paid Business Continuity assured Decisions are made at the right level, right places	Customer comms Active leaders and support to staff Awareness of core strategic focus and intent

Setting the tone: how will we approach and manage the work to foster an environment for success

Positive leadership	Clear vision and goals	Collaboration	Empowerment	Kindness and support
Openness	Trust	Realism	Transparency	Unity

Vesting Readiness - what good looks like

Customer	Staff /Members	Organisation
• Customers can continue to interact with, use services and do business with the council • Customers can access services online • Customers can access services by phone • Customers keep their case worker • Customers can continue to access services locally / face to face • Customers can pay the new Council • Customer records are accessible to service staff • Customers can make complaints and compliments • Customers can invoice the new Council	• Staff/members can do their job without disruption to business • Staff/members understand new ways of working and what this means for them • Staff/members can access information & support as required • Staff continue to signpost customers to the right place for services & information • Staff are supported by their leaders • Staff understand the journey we've been on including the benefits and opportunities of a single unitary • Transition to Somerset Council is visible to staff and opportunities are understood • Staff are motivated and contribute to Day 1 success • Leaders and managers present a united front	• Staff are able to work safely • New Senior Leadership Team is in place and visible • There is a clear vision and intent for the culture of the new organisation to unite us • Business Continuity assured • Decisions can be made at the right level and in the right places in line with corporate strategies • Staff can get paid • There are the right systems and processes in place to manage staff • Members know and can fulfil their roles • We have standard operating procedures, policies, frameworks, and licenses for staff to use / follow • There are systems and processes in place to recruit, retain and manage resources • There is a mechanism in place for us to escalate and respond quickly to day 1 problems & issues • The Unitary meets its statutory and legal obligations

Current readiness objective: Continuity of service delivery to the communities of Somerset under a new Brand 'Somerset Council'

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Next steps

Setting the scene for the culture and behaviours we need for the new council to thrive:

- Input into recruitment processes for Tier 2 and 3 leaders

- Develop tools for role modelling, experience sharing, peer learning & challenge

- A group of officers across the 5 councils will begin engaging with staff and others to create and deliver a work plan
  - This will include specific design of additional "core products" such as digital collaboration, and involvement of the Chief Executive and Tier 2 Executive Directors once they are designated

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