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Implementation Board: LGR Programme Update

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31st January 2023

LGR Programme Update – Overall RAG *(data from 17/01)*

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

	Overall RAG		Resources		Schedule		Change Readiness		Service Readiness (Above baseline. Higher better)	
	Last Period	This Period	Last Period	This Period	Last Period	This Period	Last Period	This Period	Last Period	This Period
Overall Prog. RAG	A	A	A	A	A	G	%	62.38%	N/A	55.38%
Assets Optimisation: Property	A	A	A	G	A	G	%	90.00%	N/A	0 of 1
Assets Optimisation: Technical	A	G	G	G	G	G	%	76.00%	N/A	1 of 2
Communities, Customers & Partnerships	G	G	A	A	G	G	%	50.00%	N/A	3 of 3
Finance	A	A	R	R	A	A	%	80.00%	N/A	1 of 4
Governance	G	G	A	A	G	G	%	42.00%	N/A	2 of 5
People	A	A	A	A	A	A	%	50.00%	N/A	0 of 2
Service Alignment	A	A	R	R	A	A	%	34.00%	N/A	27 of 39

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Programme Delivery and Vesting Readiness
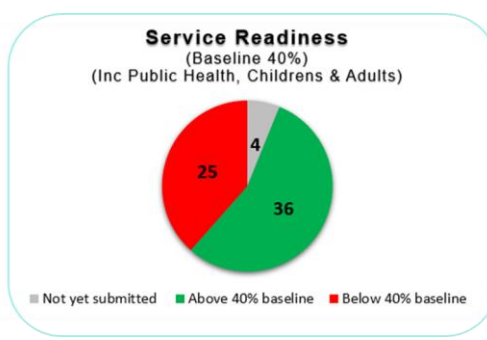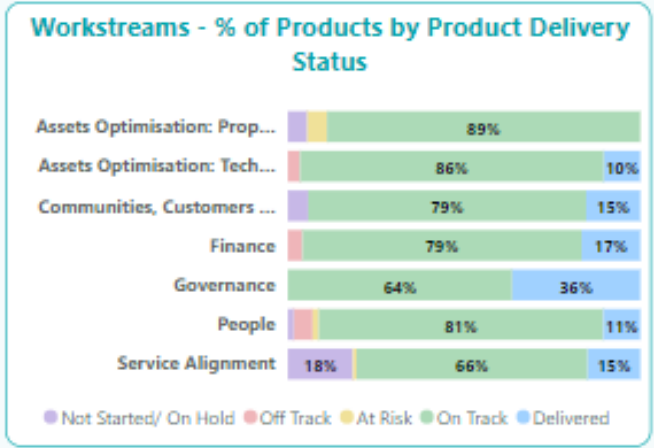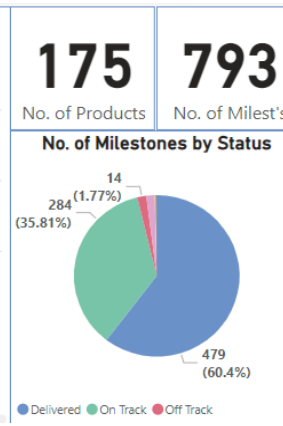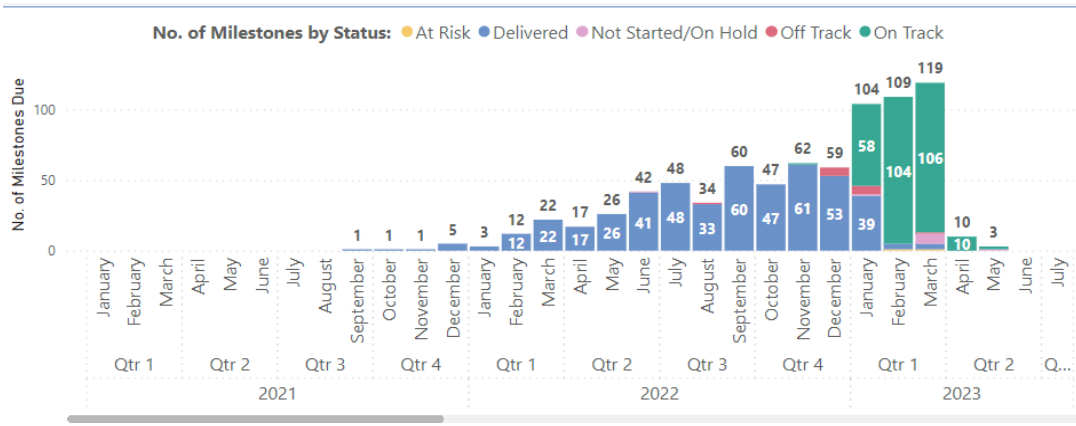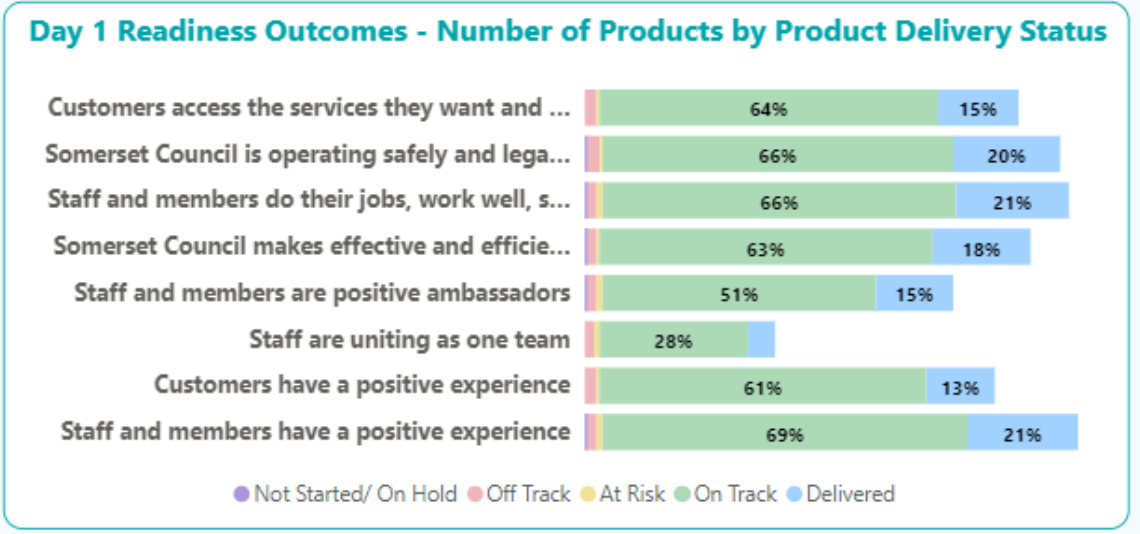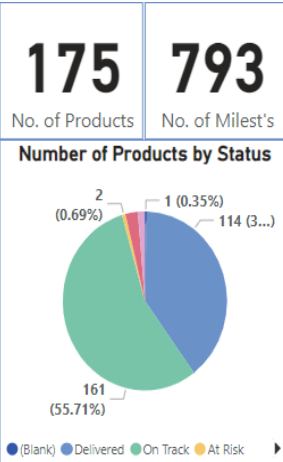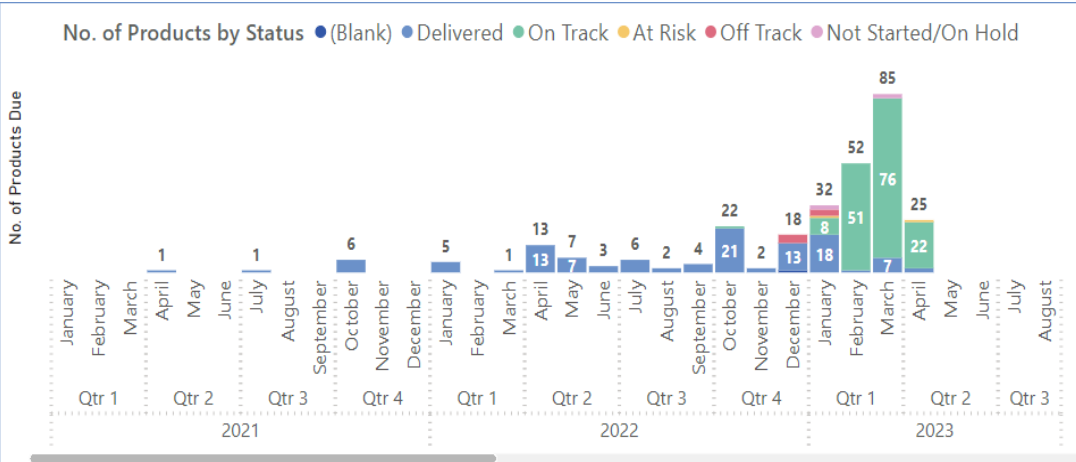
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Programme Update

- Work continues on Transition Matrix which will outline the extent of each service's alignment on vesting day and help inform the sequencing and pace of transitional change remaining (tranche 2 of the programme) to deliver the business case outcomes
- Executive meeting 18th January approved:
  - MTFP 2023/24 budget proposals
  - LCN Geographic Areas and Governance arrangements
  - LGA Peer Review Outcome and Final Report
  - Housing Related Strategies and Policies
- Project Beacon events taking place this week:
  - Wednesday 18th January, Rural Life Museum, Glastonbury (postponed)
  - Thursday 19th January, Museum of Somerset, Taunton
- Baseline service standards, Customer Strategy and Customer Promise presented to Joint Scrutiny Committee on 19 Jan 23.
- Somerset West & Taunton switch to single platform took place 21st / 22nd January. Mendip switch scheduled for end of February - issue being managed re CAPITA resource for cutover.
- Completion of SW&T District Payroll transfer to SAP, all four Districts now complete.
- Interviews for Tier 2 now concluded and successful candidates confirmed.

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Programme Update

- Finance System design and build phase on track for sign off by the end of January.
- Service Readiness Checklists live
  - Service assessments of how ready they are to operate with continuity from vesting day.
  - Excellent response rate and highlighted that the majority of services were where we hoped they would be.
- Staff Readiness 'one stop shop' of information, support and guidance being developed - due to go live for staff 23rd January.
- Detailed picture of training that will be delivered pre and post vesting day is being compiled. Will form part of staff and member readiness information. Cumulative impact on stakeholders will also be assessed.

Workstream Update

People
- The deadline for responses to the 30-day consultation on pre-transfer redundancy was 12/12, with over 140 responses received and minor amendments made to Tier 2 job descriptions. Union engagement ongoing.
- Timeline for Tier 3 recruitment has been drafted subject to feedback from newly recruited Tier 2 staff.
- Work on the Interim Structure is progressing to confirm where all employees will report into under the new tier 3 Director areas on vesting day. Principles and guidance are also being prepared to inform and support WSs to plan transitional arrangements for how resources will be organised to ensure service continuity is maintained.
- Culture workshops with employees pushed back to after vesting day (tranche 2) to ensure adequate resource and focus on essential day one deliverables (e.g. tier 2 and 3 appointments, interim structure etc) and allow for new leadership team to be part of these.

Assets Optimisation (Property & Technical)
- Engagement with stakeholders and members has commenced for Office Rationalisation projects in Yeovil and West Somerset.
- With additional contingency planning needed because of the risk of flooding, the SWT cutover carried on 21st and 22nd January. Mendip District Council cutover has been delayed due issues with Capita exit plan, and limited resource provided by the Capita. The workstream team are monitoring the exit plan closely to ensure the cutover can be done in advance of the vesting day.
- The risk of several single points of failure remain and are being monitored. Developing paper for Assets Management Plan - to be discussed at Board today ahead of Full Council in February.

Customers, Communities & Partnerships (CCP)
- Successful switch over to Genesys telephony system in Sedgemoor and South Somerset which resulted in positive reduction of demand.
- Whilst the build of the new single website is on track, the pace in which the content is migrating to the new website has been slow due to resource pressures. The resource requirement are being monitored closely and programme will support the workstream to ensure successful content management for vesting.
- Workstream considering top 3 areas of change / day 1 readiness relating to Customers, Staff, Members. In addition, leads will

Workstream Update

Governance

- Work continues with members to finalise Unitary Constitution in readiness for February Full Council.
- Officer Project Board in place to manage Taunton Town Council Implementation Plan and support the Shadow Town Council.
- Corporate Performance Framework for Somerset Council endorsed by Programme Board and interim approach to performance metrics whilst the Business Plan is developed.
- Work on process alignment and ways of working underway for Democratic Services to ensure consistency in administrative working practices to support Committee Meetings.

Finance

- Finance system change and adoption plan (includes training) nearing completion.
- Savings proposals for 2023/24 to balance the revenue budget shared with Executive on the 18th January.
- Alignment of Revenues & Benefits policy and processes has progressed but service continuity risks remain high due to the proportion of staff on fixed term contracts without base budget funding. Action to identify and address short term funding needs agreed with Programme Board.
- Resource pressures continue, presenting a particular risk to completing the Statement of Accounts for each sovereign Authority by 30th September 2023. Extension of temporary contracts is underway to ensure appropriate capacity and knowledge.

Service Alignment and Improvement

- Continued risk of insufficient capacity to deliver the unitary (LGR) programme alongside business as usual (BAU) activity and the increasing risk of single points of failure. Evidenced this month with the local flooding and need for LGR resource to be redirected to support BAU. Impacts being managed through Programme Management Office.
- Workstream remains confident that the overarching products will be ready for Vesting Day.
- Workstream heavily involved in launch of the Service readiness checklist which has seen receipt of first submission.
- During February and March Service Readiness reporting will move to fortnightly and will continue to monitor and support services get to where they need to be for Vesting Day

Programme priorities January 31st – March 14th

- Final 2023/24 budget approved at Full Council on 22nd February.
- Finance System Testing to be completed by 3rd March. Training for staff will be underway.
- Council Tax Bills, Business Rate Bills & Benefit notifications correctly calculated & issued for 2023/24.
- Unitary Constitution, Scheme of Delegation and Structural Change Orders agreed 23rd February.
- Council Plan outlining strategic and political objectives for new council to be approved at full council on 22nd February.
- Recruitment to Tier 3 posts and statutory posts. Concluding consultation around proposed TUPE measures for staff.
- Confirm Interim day one Payroll structure to inform SAP system build.
- Maturing readiness planning by services, including transitional arrangements for how resources will be organised to ensure service continuity is maintained.
- Ongoing iterative development of staff readiness information, support and guidance with additional support and engagement via Staff Networks e.g. culture navigators.
- Mendip cutover to single platform.
- Publicising Executive decision on Local Community Network (LCN) roles, boundaries and staff with all partners and forming interim LCN team.
- New Council Intranet go live 13th February.
- Fleet Registration.
- Supplier Checklist to go live on website.

Programme Critical Path to Vesting Day (1 of 2)

LGR Programme - Critical Path

Filter by Date

2022 Q4			2023 Q1				Q2
Oct	Nov	Dec	Jan	Feb	Mar		Apr

Critical Path Level: Programme (Critical Path...)

Decision Point Forum: All

Filter by Tranche: Tranche 1

Filter by Workstream: All

Filter by Prod/Milestone: All

Filter by Status: All

Oct 2022
Planning for stable BAU service delivery on Vesting Day
[Product 1179] - Delivered on 03/10/2022

Dec 2022
Single recruitment process and protocols
[Product 86] - Delivered on 31/12/2022

Dec 2022
Temporary Labour Contracts in place
[Product 87] - Delivered on 31/12/2022

Jan 2023
Operations Licence in place for both LGV and PCV vehicle
[Product 641] - Off Track for 01/01/2023

Jan 2023
Define governance arrangements associated with LCNs
[Product 1061] - Delivered on 18/01/2023

Feb 2023
Combined 5 Councils Strategic Risk Register
[Product 1200] - On Track for 01/02/2023

Feb 2023
Fleet operations day 1 operational delivery (ensure safe and legal services on day 1)
[Product 638] - On Track for

Feb 2023
Fleet registration
[Product 651] - On Track for 01/02/2023

Feb 2023
Delivery of Intranet
[Product 508] - On Track for 13/02/2023

Feb 2023
Service Readiness across the programme for vesting day
[Product 1201] - On Track for 13/02/2023

Feb 2023
2023/24 Revenue & Capital Budgets and MTFP approved by Council
[Product 152] - On Track for 22/02/2023

Feb 2023
New Operating Model Endorsed
[Product 71] - On Track for 22/02/2023

Feb 2023
Capital Strategy For Somerset Council
[Product 402] - On Track for 28/02/2023

Feb 2023
Council Plan outlining strategic/political objectives for new council
[Product 1178] - On Track for 28/02/2023

Feb 2023
Have in place emergency plans reflecting Somerset Council
[Product 483] - On Track for 28/02/2023

Feb 2023
Single Identity mgt. and authentication established
[Product 434] - On Track for 28/02/2023

Feb 2023
Single platform and Identity mgt goes live
[Product 433] - On Track for 28/02/2023

Feb 2023
Statutory Posts appointed before vesting day
[Product 1171] - On Track for 28/02/2023

Feb 2023
Unitary Council New Constitution.
[Product 10] - On Track for 28/02/2023

Feb 2023
Unitary Council Scheme of Delegation
[Product 12] - On Track for 28/02/2023

Feb 2023
Appointment of Senior Management in Tier 2 confirmed at Full Council
[Product 82] - On Track for 22/02/2023

Feb 2023
Approval of the New Organisation Structure for Tiers 1, 2 & 3
[Product 70] - On Track for 22/02/2023

Programme Critical Path to Vesting Day (2 of 2)

LGR Programme - Critical Path

Filter by Date

2022 Q4 Oct	Nov	Dec	2023 Q1 Jan	Feb	Mar	Q2 Apr

Critical Path Level
Programme (Critical Path... ∨)

Decision Point Forum
All ∨

Filter by Tranche
Tranche 1 ∨

Filter by Workstream
All ∨

Filter by Prod/Milestone
All ∨

Filter by Status
All ∨

Mar 2023
Council Tax Bills, Business Rate Bills & Benefit notifications correctly calculated & issued for 2023/24

[Product 216] - On Track for 15/03/2023

Mar 2023
Have in place business continuity management arrangements

[Product 484] - On Track for 15/03/2023

Mar 2023
New combined CMS system [Product 1190] - On Track for 15/03/2023

Mar 2023
Accounts Payable - Facilities for Making payments

[Product 256] - On Track for 31/03/2023

Mar 2023
Accounts Payable - Facilities for Making payments

[Product 256] - On Track for 31/03/2023

Mar 2023
Appointment of Senior Management in Tier 3 confirmed at Full Council

[Product 83] - On Track for 31/03/2023

Mar 2023
Develop data sharing Framework

[Product 1046] - On Track for 31/03/2023

Mar 2023
Establish a set of Service Customer standards

[Product 1027] - On Track for 31/03/2023

Mar 2023
Interim service standards are delivered on Vesting Day in line with MTFP resource levels and any associated savings.

[Product 1180] - On Track for 31/03/2023

Mar 2023
Pension fund arrangements for Somerset Council in place

[Product 398] - Delivered on 31/03/2023

Mar 2023
Single HR/Payroll system for all Somerset Council staff

[Product 73] - On Track for 31/03/2023

Mar 2023
Single set of HR policies and guidance for new Council

[Product 90] - On Track for 31/03/2023

Mar 2023
Single set of terms and conditions and pay and grading structure for Somerset Council

[Product 76] - On Track for 31/03/2023

Mar 2023
Standardised approach to incident Reporting

[Product 1188] - On Track for 31/03/2023

Mar 2023
Strategy for management of Health and Safety within Somerset Council (Governance and Comms)

[Product 1184] - On Track for 31/03/2023

Mar 2023
Wellbeing programme in place

[Product 94] - On Track for 31/03/2023

Apr 2023
Customer Charter Promise goes Live

[Product 1014] - On Track for 01/04/2023

Apr 2023
Customer Excellence Model

[Product 1015] - On Track for 01/04/2023

Apr 2023
Establish a single approach (through the Contact Centre) to email contacts for the new authority

[Product 1143] - On Track for 01/04/2023

Apr 2023
Safe and legal TUPE transfer of staff from DCs to new Council

[Product 102] - On Track for 01/04/2023

Apr 2023
Taunton Town Council Operational

[Product 1205] - On Track for 01/04/2023

Somerset LGR Tranche 1 Delivered Products

Delivered LGR Tranche 1 Products

The list of LGR Tranche 1 products that have been delivered (up to 20th January 2023) have been categorised into the following themes:

- Governance, Legal & Members

- Registration Approval & Licences

- Process & Transition
  - Programme Activity
  - HR & People Change

- Systems, Finance & Contracts

- Strategies & Policies

- Culture, Identity & Branding

- Customers, Communities & Partnership

Together we are delivering your
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Governance, Legal & Members

Implementation Governance Meetings ✓

Transition Constitution ✓

Unitary Council Codes of Conduct and Standards procedures ✓

Unitary Council Members & Officers protocol ✓

Continuing authority governance and democratic arrangements ✓

Members induction and Development Programme ✓

Taunton Town Council Governance Review ✓

Options paper for councillor/ ward arrangements. ✓

Agreed Wards and numbers of councillors for elections. ✓

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Governance, Legal & Members

Soundly run Unitary Election in May 2022 ✓

Resources for Elections ✓

Election Candidate Information Pack ✓

Role descriptions for Unitary councillors ✓

Member allowance scheme 2022/23 ✓

Definition of a key decision ✓

Members ICT ✓

Members Portal ✓

GDPR: ensure services align with approach developed by information mgnt for new authority ✓

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Governance, Legal & Members

Establish initial Governance / TORs for each LCN pilot ✓

Principles of collaboration & co. design ✓

Role of the elected member ✓

Integrated Case Management system for IG ✓

Define governance arrangements associated with LCNs ✓

New Member Induction/ Welcome Pack ✓

SSDC Opium Power Ltd – Hand Over Report & Arrangements ✓

Unitary council public meeting venues ✓

Establish data transparency principles & culture ✓

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Registration Approval & Licences

Approved Structural Changes Order ✔

S24 Finance Order ✔

Somerset Councillor Declaration of Interests Register ✔

Consolidation of schemes of delegation ✔

Harbour Legislation ✔

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Process & Transition -Programme Activity

Corporate Planning Framework ✓

Interim ICT & Information Management governance framework ✓

Building Control Out of hours call outs ✓

Audit and Alignment of Duties ✓

Hazardous Waste ✓

Review & align all existing Climate Emergency activities and actions across the five authorities ✓

Transition Codes of Conduct and Standards procedures for post election period ✓

Align all current Climate Emergency communication across the five authorities ✓

Beach cleaning Interface with environmental enforcement ✓

Process & Transition -Programme Activity

Fuel-Depot held fuel delivered and/or off site supply accounts set up. ✓

Waste & Neighbourhood Plant & Equipment ✓

Inspections of play ✓

Maintenance/ Replacement of play ✓

Service alignment on day 1 for closed churchyards ✓

Amenity mtce Plant & Equipment ✓

Waste & Neighbourhood Health and Safety ✓

EH a single set of service standards and performance indicators ✓

Countryside safety inspection regimes in place ✓

Process & Transition -Programme Activity

List of direct delivery community health & leisure infinitives / programmes ✓

Coastal Protection Authority role ✓

Develop an approach to Identity Assurance ✓

Up to 4 LCN pilots by Dec 21 ✓

Planning for stable BAU service delivery on Vesting Day ✓

Translation and Interpretation Services ✓

Pilotage Powers ✓

Corporate Performance reporting framework ✓

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Process & Transition -Programme Activity

ICT & information management policy, technical governance & standards frameworks ✓

Mobile Telephony ✓

In Flight ICT projects ✓

Audit of Housing numbers & position for each part of the County ✓

Process & Transition -HR & People Change

Appointment of Senior Management in Tier 1 ✓

Recruitment Protocol (transition period) ✓

Internal Comms Strategy ✓

Environmental Health Staff Skills Audit ✓

Staff Networks ✓

Organisational Change Protocol/ Framework ✓

Single recruitment process and protocols ✓

Embedding E, D & I in the Recruitment Practice ✓

Statutory and Corporate Workforce Reporting ✓

Process & Transition -HR & People Change

Building Control Out of hours Call Outs

✓

LCN Staffing Resource

✓

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Systems, Finance & Contracts

e-Recruitment system ✓

Temporary Labour Contracts in place ✓

Business Case Savings Phasing Estimates Agreed ✓

Savings Capture Process for Budget ✓

£18.5m savings identified (savings to be delivered by 31/03/2025) ✓

Council Tax Harmonisation ✓

2023/24 and medium term Revenue & Capital Budget estimates ✓

Baseline assessment report of investments made for yield ✓

Budget Monitoring process for the Implementation Costs ✓

Business Case & Implementation Plan for Unitary Finance system ✓

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Systems, Finance & Contracts

Provide a suite of data captures, including contracts, activity pipelines and spend profiles ✓

Provide a suite of data captures, including contracts, activity pipelines and spend profiles ✓

CAPITA contract plan ✓

Alignment of SWP operations with any new customer service function and/or system ✓

List of funding provided for in flight projects ✓

Countryside & Recreation List of live funded projects ✓

Review and secure Domains for Digital services ✓

Single Learning Management System ✓

Benchmarked Costed Service Structures ✓

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Systems, Finance & Contracts

Somerset Council VAT and Tax Registrations Completed ✔

Building Control Fee Alignment ✔

Trading Standards ✔

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Strategies & Policies

A schedule of Public Spaces Protection Orders (and dog byelaws) across the County with their end dates ✓

Records Management Strategy ✓

Single set of HR policies and guidance for new Council ✓

Equality and Diversity Policy ✓

Equality impact Assessment ✓

Unitary Council Whistleblowing Policy ✓

Culture, Identity & Branding

Calendar of Public Meetings ✓

Vision statement for the Behaviours & Culture Work ✓

Workshops, to focus on culture and the new organisation ✓

Network of 'Culture Navigators' ✓

Operational impacts of any changes to SWP brand ✓

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Customers, Communities & Partners

Waste & Neighbourhood Client function ✓

Continue delivery of HIA (SIP) service ✓

CCP customer engagement and user centred approach ✓

Agreed objective, scope & definition(s) to enable enhanced partnership working ✓

New Register of Partners ✓

Scope and confirm arrangements for core grants to VCFSE ✓
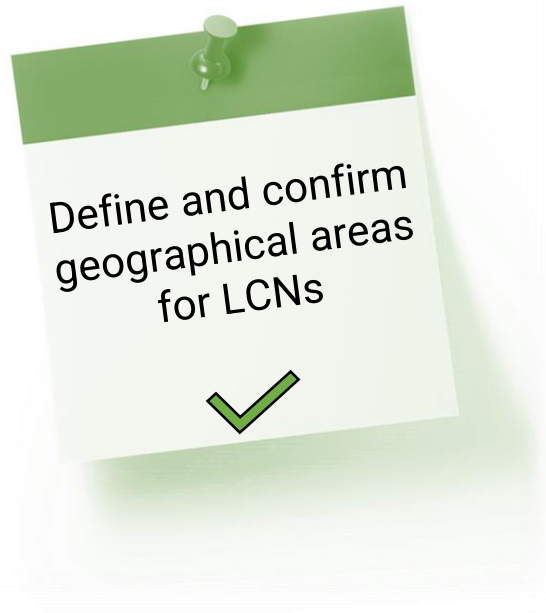
Community Engagement Maintained ✓

Equality Objectives ✓

Principles of collaboration & co. design ✓

CCP customer engagement and user centred approach ✓

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Customers, Communities & Partners

Define and confirm geographical areas for LCNs

✓

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LGR Forward Plan of decisions and scrutiny

Last update: on 20 January 2022

LGR Forward Plan

- Outlines the Tranche 1 product decision points, lead-in meetings and forward plans (not including programme updates) for:

  - Joint Scrutiny Committee

  - Implementation Board

  - SCC Executive

  - SCC Full Council

  - SCC Constitution and Governance Committee

  - SCC HR Committee

- This Forward Plan is being used to ensure that Workstreams are confident they have their decision points planned out, considering remaining time and number of meetings before Vesting Day.

Joint Scrutiny: Forward Plan (note: MTFP/budget scrutiny being carried out by separate special scrutiny of all 5 council scrutiny committees

19 January 23

- Customer Strategy and Customer Charter
- Digital and Inclusion Strategy/Digital Declarations
- Unitary Council Governance
- Service Standards
- Data Strategy
- Asset Management Plan and Policy Framework
- Technology Strategy

2 March 23

- Building & Resident Health and Safety Strategy

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31 January 23

- Data Strategy
- Asset Management Plan & Policy Framework
- Digital & Inclusion Strategy
- Customer Strategy
- Transitional Technology Strategy

14 March 23

- Day 1 readiness
- Post-Vesting Day strategy and governance

(the above are not LGR programme products)

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Executive: Forward Plan

18 January 23	27 February 23	15 March 23
• Single Complaints / Feedback policy • LCNs full report • Somerset Housing Strategy & other housing related strategies / policies • Draft General Fund and HRA Budget Reports, Draft Capital, Investment and Treasury Strategies • 2023/24 Fees & Charges • New Policies, charging schedules and instalment policies for Community Infrastructure Levy	• Digital & Inclusion • Transition Technology • Interim Service Standards proposals • Unitary Council Governance • Data Strategy • Asset Management Strategy and Policy Framework • Budget rent set (incl. HRA and Business Plan and other housing budget approvals • Exceptional Hardship Scheme • Council Plan • MTFP & other budget approvals	• Private Sector Housing Renewal • Customer Strategy • Building and Resident Health & Safety Strategy

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Full Council: Forward Plan

22 February 23

- New Organisation Structure for Tiers 1-3
- Non Treasury Investment Strategy
- Treasury Management, Capital & Investment Strategies
- Internal Audit Plan, Audit Charter and Risk Strategy
- Financial Regulations, anti-fraud and whistleblowing policies
- Risk Management Strategy & Policy Framework
- MTFP - final budget
- HRA 30 Year Business Plan
- Confirmation of tier 2 appointments.
- Housing Rent policy
- Revised Constitution
- 23/24 Budget, Tax and Rent
- Asset Management Plan and Policy
- Capital Strategy for Somerset Council
- Council Plan
- Unitary Council Governance

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Programme Progress Update

PwC Monthly Assurance report

Presenter:
PwC

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Key points for discussion:

This is the assurance report covering December 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.