

LGR Implementation Board
Tuesday 21 March 2023 Luttrell Room
County Hall, Taunton TA1 4DY at
10.00 am



SUPPLEMENT TO THE AGENDA

To: The Members of the LGR Implementation Board

We are now able to enclose the following information which was unavailable when the agenda was published:

Item 3	Minutes from the last meeting held on 20th December 2022 and 31st January (Pages 3 - 22) The Board is asked to confirm that the draft minutes of the previous meeting are accurate or to agree any amendments that are necessary.
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Item 5	Programme Update including Day 1 Readiness and Risk Update (Pages 23 - 58) To note the presentation.
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Published on 17 March 2023

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**Minutes of a Meeting of the Local Government Reorganisation
Implementation Board held 2.00 pm, Tuesday 20th December 2022**

Luttrell Room, County Hall, Taunton

PRESENT:

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

Cllr Rosemary Woods (Substitute)– Somerset County Council

Cllr Liz Leyshon – Deputy Leader, Lead Member for Finance and Human Resources –
Somerset County Council

Cllr Heather Shearer (Substitute)- Somerset County Council

Cllr Roz Wyke – Lead Member for Development and Assets, Somerset County
Council

Cllr France Nicholson (substitute) – Somerset County Council

Cllr Ray Buckler (substitute)- South Somerset District Council

Cllr Federica Smith- Roberts- Leader, Somerset West and Taunton and Somerset
County Council

Other Members Present in person:

Cllr Bob Filmer- Somerset County Council and Sedgemoor District Council

Other Members present – virtual

Cllr Andy Kendall – Somerset County Council

Cllr Peter Clayton- Somerset County Council and Sedgemoor District Council

Cllr Marcus Wale- Somerset County Council

Cllr Tom Deakin- Somerset County Council

Cllr Mike Murphy- Somerset County Council and Sedgemoor District Council

Cllr Brian Hamilton- South Somerset District Council

Cllr Helen Kay- Somerset County Council

Cllr Mandy Chilcott- Somerset County Council

Cllr Sarah Wakefield- Somerset County Council

1 Apologies

Cllr David Fothergill – Somerset County Council (Present online)

Cllr Faye Purbrick – Somerset County Council (Present online)

Cllr Bill Revans – Leader, Somerset County Council and Sedgemoor District
Council

Cllr John Clark- South Somerset 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 14th November 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 **LGR 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 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. Consultation on the new top structure (Tier 1-3) and TUPE consultation with all staff started in early November. The PMO/Business Readiness group continues to co-ordinate the programme's approach to readiness for Day 1. The 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. The LGR Product and Milestone delivery between now and March 2023 highlighting the programme priorities.

The LGR Programme Manager with the aid of a PowerPoint presentation, proceeded to present the report, highlighting; the peer review with the preparation for developing the council after vesting day, Development of the Local Community Networks and the Day 1 readiness. Conversation with Members, Workstream leads, Chief executives, partners, and staff across all five councils.

The Chair of the LGR Implementation Board, Cllr Val Keitch, in response to points congratulation to the programme team on the success across all councils.

The Director of PwC Public Practice Erica Ballmann and Ben Pykett with the aid of a PowerPoint presentation, proceeded to present the report, highlighting; the 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. The proposed 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.

The LGR Programme Manager with the aid of a PowerPoint presentation, proceeded to present the report, highlighting the programme timeline and what day 1 readiness will look like and the meaning behind business readiness. The framework for success including customers, staff, members and for the organisation.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included; The PowerPoint presentation shared from the review team can this be circulated to members of the board. The interesting convergence points ahead of the council and in January executive will have the 1st paper for the MTFP as well as the LCN paper. The concerns around the reporting and supportive narrative not always aligning making it difficult for program leadership to have confidence on overall program delivery. The concerns around the convergent points and the delay in achieving these. Concerns around the report where it states that doesn't align with the Workstream narrative among around a number of critical products and work streams, which are classified as Amber or behind schedule could the board hear some more in regard to this. Concerns of the cancellation of the LGR Scrutiny meeting in December will this affect the process in any way. The minimum disputation for members and staff with the cut overs.

The LGR Programme Director informed the Board in monitoring the process is always a pressure ensuring that are able to track the previous milestones that either haven't delivered the right quality or the right time, ensuring that all milestones in the forward plan are also being tracked appropriately and addressed, but also making sure the understanding with work streams. Monthly Q&A sessions are proven to be invaluable. Weekly reviews, monthly quality assurance independent view from PwC to make sure that the

programme is on track that's the mechanisms to ensure that the programme is on track.

The major activities to be finalised and establishing payroll, IT systems and the significant amount of work in advance of the activities.

The business readiness will happen in January and February for residents, businesses, stakeholders they can see how services will operate. What does day one look like for that service that they may interact with and what's that service standard and how will they engage with the authority also Including the transformation and post vesting day.

The pressures within some of the work streams and some of the activities involved in. A very few products and milestones off track a number of staff that are incredibly busy and working incredibly hard to achieve that. Ensuring resources are in place and PWC ensure to stay on track and challenge the programme if there are issues highlighted.

Cllr Liz Leyshon informed the board the biggest challenge of COVID and the move into LGR. The government decide to have the election before vesting day, which is not the usual way. The new administration following the elections with the new chief executive appointment process. The pressures for the programme will remain till vesting day.

The LGR Programme Manager informed the board that the cancellation of the LGR Scrutiny meeting was due to quorate opportunities for additional meetings if required.

The Chair of LGR Scrutiny meeting informed the board that all LGR Scrutiny members were invited to this meeting today as the agenda item are being dealt with today. A workshop session for the LGR Scrutiny members will be arranged to go through any issues.

that the LGR implementation Board RESOLVED to:

- Note the update and programme commitment and responded 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.
- Review the report and challenge / offer views on alternatives or amendments to respond to PwC's analysis.

5 **Draft Council Plan**- Agenda item 6

The Chair of the LGR Implementation Board, invited Sunita Mills to present the presentation.

The Strategic Manager Commissioning Development Sunita Mills with the aid of a PowerPoint presentation, proceeded to present the report, highlighting;

- Two parts to the corporate plan, first the Council Plan that is member led and the Business Plan lead by officers and currently development to commence the tier 2 appointments.
- The high level of priorities and the principles the vision of the new Somerset Council.
- The development steps and milestones in place to complete highlighting the engagement with District Councils lead groups, individual meetings and workshops that have taken place over the last few months.
- In January the plan will go to stakeholders for feedback and work in a collaborative way with partner organisations.
- The Final approach will be for the plan to have sign off from executive and Full Council in February to be in place for vesting day.
- The draft priorities a greener, more sustainable Somerset, A healthy and caring Somerset, A fairer Somerset and a flourishing and resilience Somerset and highlighting the principles and values of the Somerset Council.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included: adding the importance of education to all the priorities not just in the Fair Somerset Categories. The word honesty not being in the priorities. How do members engage with the Draft Council Plan and make comments such as to reduce carbon or trying to get to net zero. A suggestion to approach the lead member for environment and climate change and to work together for her to feedback to Sunita. The delivery of the business case and the structures and to see themes across the LCN's.

The Strategic Manager Commissioning Development Sunita Mills informed the board that where the education will fit in with the other priorities. Sunita will recommend that the additional word honesty to be added to the plan. There is a climate emergency strategy, members engagement or comments are taken on board and will be presented to the Executive with the feedback that has been gathered on the draft Council Plan.

that the LGR implementation Board RESOLVED to:

To review the draft Council Plan as set out in appendix A and to provide feedback where the draft plan does not meet the objectives of the business case.

7 Local Community Networks: update and items for Board review – Agenda item 8

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

The following was highlighted:

- Consultation and engagement exercise has closed.
- Executive received a report in November with a summary of the consultation findings, interim review of the LCN, locality working arrangement for other unitary areas and the themes and lines of further enquiry drawn out.
- The executive agreed to a number of recommendations around form, function and financing associated with the next stages of LCN development and the executive recognized the diverse range of stakeholders, in particular in relation to the development of acne, and they agree there was a clear rationale for taking on the further work and dialogue before a recommendation.
- The principles agreed by the executive. Respect the rurality of Somerset and find ways to work with differences between rural / urban priorities within an LCN area, and across LCN boundaries. Respect the diversity of Somerset's landscape character. Work across Somerset to better align with the Integrated Care System and other partners recognising the benefits of partnership working. Observe town and parish boundaries and to Consider unitary division boundaries. Consider equalities implications.
- The next steps in the LCN Development governance and resourcing to Prepare a paper for Executive in January 2023 that is the culmination of all of the above activities with a detailed Equality Impact Assessment to support the paper and to develop a communications plan to ensure ongoing engagement with partners and stakeholders throughout the coming months.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included: the disappointment on the knowledge of LCN's including the boundaries. The positioning on where we are in regard to the LCN's to be up and running and the themes. The importance of engagement and working together in the community. A discussion around the parish and town council and what community networks would work well.

that the LGR implementation Board RESOLVED to:

- **That following consideration of the officer report, appendices, PowerPoint presentation and discussion, the LGR Implementation Board:**
- **Note the recommendations agreed by Executive on 16 November 2022 in relation to the Local Community Network Consultation Review paper**
- **To note the associated principles that were agreed by Executive, to inform the ongoing development of LCNs**
- **To consider, comment and advise on the current and proposed actions to deliver the recommendations**

8 Risk Update

The Chair of the LGR Implementation Board, Cllr Val Keitch, welcomed the LGR Risk Manager Angela Farmer to introduce the report, highlighting; issues that were identified by the scrutiny committee in October. Moving forward with this risk – this risk falls to be a risk for the new Council so looking to create a Transitional Risk Register, monitored by the programme that will go on to form the new risk register for the new Council. The programme level risks and the strategic risk for the new council. The risks for further review currently and an overall people risk 11-12 narrative. The programme currently has 20 risks however the direction of travel remains relatively stable.

The LGR Implementation Board proceeded to debate the report and invited comments from other members present, points raised included: the risk register is their separate ones across the councils. The direction of travel not moving fast and the delivery of the products and milestones. The finance risks and the overspending on the budgets and uses reserves. The hard work across all five councils and as individuals keeping on top of budgets and keeping business as usual and the prediction of what the new council will be in and thanked the work of everyone to have a success start to the new council

The LGR Risk Manager responded to points raised, that all five councils have their own risk registers including at a strategic, operational and individual programme level risk, this risk register is separate as it is for the LGR programme. The development of the new risk register for the new Council and then have the risk register the risk for the LGR program connected into business readiness. By April, there will be a good overview of the risk that Somerset Council hold collectively across Somerset based on the district registers based on the work that has been done through the program. The

finance risk needs to be on the register to recognise that it could happen and a risk to the program.

The Chair of the LGR Implementation Board, invited the LGR Programme Director informed the board page 73 in the agenda pack shows the risk and the activities that address these however awaiting on approval. The products being linked to the risk and show these.

Cllr Liz Leyshon informed the board about the other meetings that take place in regard to the MTFP and through that mechanism have been able to regular budget monitoring including the budget working group with the Section 151 Officers contributing to those meetings.

that the LGR implementation Board RESOLVED to:

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

- **To note the updates from the last meeting**
- **To review narrative around risks 11 and 12 with People Representative**
- **To review the risks on the current register**
- **Determine what risks the Committee want to focus on at the next meeting**

8 Early Careers Strategy

The Chair of the LGR Implementation Board, invited Clive Mallon and Misha, to present the presentation highlighting.

- Built upon the current work ongoing within all 5 organisations;
- Strong programmes already in place, equivalent strategies have existed in isolation – building on success
- Cross-organisation representation/involvement in the development
- Moved away from name 'Young People Strategy' to Early Careers Strategy.
- Key links to the LGR business Case.
- Improve our engagement with schools – maximising impact, Use data to drive our decision making – proactive succession planning.
- Maximise the full range of opportunities to support young people, Work Experience and T-Levels, Traineeships – pending government reviews.

- Invest in retention initiatives, creating more than just jobs – Young Employee Network...just the start! Promote inclusivity and diversity whilst championing young people’s work – build on success of specific programmes
- Maximising the opportunities for example the retention, pathways to employment budgets and the young employee network.
- Highlighting the levy transfers and how they work in Somerset.
- The next stages the strategy is draft and going through the governance process to start from vesting day.

The LGR Implementation Board proceeded to debate the report and invited comments from other members present, points raised included: the Levy transfers is high in Sedgemoor is that due to Hinkley point. Welcome the Strategy the language used and understanding that it is the Councils Strategy, the development of the young people’s network. Comments made about the joining of School, Colleges and the education business partnerships. The background image of a VR headset is these used in person for virtual reality and how it is used. Is the Levy based on salary or on a percentage. Retraining of the current staff in the organisation. The voice of the young people within the organisation and capturing their views and keep the 10% of apprenticeship. Working with children and adults, the lack of university and opportunities to do degrees and doing this in any part of there life.

Members were informed that the Levy was for small businesses in Somerset. As part of the pathway employment work with a trade tester week and work with training providers using the VR headsets. The Levy was based on the level of qualification depending on the courses being taken. No barriers on the scheme’s In regards to age and the levy can be used for upskilling staff that already work for the organisation. Reviewing of the target of 10% of apprenticeship and quarterly review are sent out to hear their voices.

that the LGR implementation Board RESOLVED to:

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

11 AOB – agenda item 12

(The meeting ended at 4.51pm)

Chair

**Minutes of a Meeting of the Local Government Reorganisation
Implementation Board held 2.00 pm, Tuesday 31st January 2023
The John Mielke Room, Deane House, Taunton**

PRESENT:

Cllr V Keitch – Lead Member for LGR and Prosperity, Somerset County Council
(Chair)
Cllr Faye Purbrick– Somerset County Council
Cllr Liz Leyshon – Deputy Leader, Lead Member for Finance and Human Resources –
Somerset County Council
Cllr Bill Revans- Leader of Somerset County Council
Cllr Roz Wyke – Lead Member for Development and Assets, Somerset County
Council
Cllr France Nicholson (substitute) – Somerset County Council
Cllr John Clarke- South Somerset District Council
Cllr Federica Smith- Roberts- Leader, Somerset West and Taunton and Somerset
County Council

Other Members Present in person:

Cllr Tom Deakin - Somerset County Council
Cllr Sarah Wakefield- Somerset County Council

Other Members present – Virtual

Cllr Marcus Kravis – Somerset County Council
Cllr Heather Shearer- Somerset County Council
Cllr Bob Filmer- Somerset County Council and Sedgemoor District Council

Cllr Rosemary Woods- Somerset County Council

Cllr Leigh Redman- Somerset County Council
Cllr Tony Lock- Somerset County Council
Cllr John Hunt- Somerset County Council
Cllr Gill Slocombe Sedgemoor District Council

1 Apologies

Cllr David Fothergill – Somerset County Council- Cllr Frances Nicholson
substituting.
Cllr Duncan McGinty- 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 20th December 2022 were not approved as a correct record due to an error in the system.

Laura to circulate the minutes via email to members of the board.

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 Draft Asset Management Plan and Strategy- Agenda item 5

The Chair of the LGR Implementation Board, Cllr Val Keitch, invited the Head of Corporate Property to present the report.

The Head of Corporate Property, with the aid of a PowerPoint presentation, proceeded to present the report, highlighting the draft asset management plan and strategy for the New Somerset Council and confirming that further revisions could be made after this meeting.

- Corporate Estates sites that are occupied by the council for operational use.
- Leased estates- sites that are leased out but where the original purpose for holding sites related to a service or strategic objective other than for commercial yield.
- The Property Asset Management Strategy and Plan also excludes assets acquired and held for investment yield, and assets held within the Housing Revenue Account – these asset groups are subject to separate policies and plans.
- The strategy timeline reporting arrangement and will go to Full Council on 22nd of February for approval.
- The proposed strategic objectives the Council's estate is financially sustainable, efficient and effective, the assets that are fit for purpose, safe & compliant, assets that address the Climate Emergency. The Council's estate is used to meet housing and care needs, with an emphasis on social housing and estate supports prosperity and economic growth. Address the growing challenges in the Council's school buildings estate.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included; The non-maintained school and benefits of joining the County and Districts

assets and properties in the new school builds from a planning and school place planning view will this be a separate strategy and it would be useful for that to be included. The relationship with local maintained schools, concerns around maintained schools and have an interest that the children flourish within our schools and supported through this process. The responsibility for schools and the funding provided to help schools and a recognition from Local Government to support. The property team are mindful of the risks, and this is continually monitored.

Cllr Liz Leyshon informed the board in the Strategy under the Strategic Objective 6 Address the growing challenges in the Council's school buildings estate. The Policy Commitments and implementation plan have been covered well. Accessibility issues have previously been raised and under Strategic objective 2: Assets that are fit for purpose, safe and compliant however to add into the policy commitment and implementation plan around accessibility to be more visible.

The Head of Corporate Property Ollie Woodhams informed the Board the assets are owned and operating by and in continuing use by the authority, all new schools built will be transferred to academy trusts and new school builds will not be included in this strategy as it is not a core part of this strategy. The draft that will go to executive and the point raised about accessibility will be added.

that the LGR implementation Board RESOLVED:

- **The Local Government Reorganisation Implementation Board is asked to consider and comment on the proposed strategy and plan**

6 LGR 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 invited the Programme Manager on LGR programme Roshan Robati and the Programme Lead and Strategic Manager for Business Change Sarah Hawkins with the aid of a PowerPoint presentation, proceeded to present the report highlighting the following:

- The programme remains as an Amber RAG due to the known risk in the programme and that are managed closely.

- The workstreams individually report the RAG the same except assets optimisation technical reported green as a clear plan to mitigate and may go amber due to contracts and exit plans.
- Provided an update on individual programme RAG rating, highlighting the resources and schedule through the LGR work programme and the day 1 readiness.
- The programme Delivery and vesting readiness highlighting the milestones. Day 1 readiness and workstreams with the outcomes and the products delivery status.
- The work continuing 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 including the current plan deliverables.
- The timeline of the programme update and the reporting arrangements, the milestones of the Project Beacon events.
- Somerset West and Taunton Council had completed its switch over to the single platform and Mendip would carry out theirs at the end of February.
- Completions of payroll and all four Districts Council being on SAP.
- Interviews for Tier 2 have been concluded and successful candidates have been confirmed.
- Staff readiness: all information, support and guidance being developed and due to go live on the 23rd January and training that will be delivered pre and post vesting day.
- The following was highlighted on the workstream update including people, asset optimisation (property and technical), Customers Communities and partnerships (CCP). The governance, Finance and service alignment and improvement with the programme priorities between now and the 14th March.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included; The Local Community Network reported the governance and geographical arrangements had been approved and that the decisions published, the concerns that it affects everyone around the County and as part of the future priorities and has been already agreed. The RAG rating asset optimisation property there are two green for schedule and resources however amber overall. The CCP workstream missing some information please can it be circulated to members and do we have a Full Council on the 31st of March. The day one readiness and the work that needs to happen.

Cllr Liz Leyshon informed the board the Finance workstream update on the Action to identify and address short term funding needs agreed with Programme Board and has come forward on the MTFP and will be clearly seen.

The LGR Programme Director informed the board that engagement with Parish and Town councils and the wider community will be taking place. Members were advised that a Full Council meeting would take place by 31 March 2023 due to the programme reporting arrangements. There will not be much change post vesting day and everyone involved will be kept up to date on all areas and understanding the transition.

The Programme Lead and Strategic Manager for Business Change Sarah Hawkins advised the board that the Member development and training programme in place and detailed function for example housing, Licensing and planning.

The Director of PwC Public Practice Erica Ballmann highlighted the following:

- The focus on tranche two and three in the programme from vesting day onwards.
- The critical pathway post vesting day.
- The insights and reflections as part of the 'critical friend' role the core team have been commissioned to provide.
- There is a need to ensure that programme governance continues to be fit for purpose and as well as dealing with the urgency of Vesting Day readiness, that there is also a focus on future transformation and change. Governance arrangements will need to evolve as senior officer appointments are confirmed and new ways of working start to embed.
- Some of the recommendations from the LGA peer review make similar points, specifically the following: ***Stop, think and create space as the council 'top team' – when key senior positions have been filled ensuring we create organisational time and space to consider ways in which the new council will thrive into the future;***

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included; Would the LGA report will be submitted to the next Executive meeting. A full calendar of council meeting and training with an increase of dates.

The LGR Programme Director informed the board that the LGA report would be presented to Executive in March, including an action plan to support it.

The LGR Programme Director informed the board that the programme update will be the final one at the next meeting to ensure everything is ready and in place for vesting day.

that the LGR implementation Board RESOLVED:

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

5 Risk update- Agenda item 6

The Chair of the LGR Implementation Board, Cllr Val Keitch, welcomed the LGR Risk Manager Angela Farmer to introduce the presentation highlighting;

- The revised register recognised the following changes, review of the risks that remain relevant to the programme 2 and the risks that are considered to be transitional, one that was currently being mitigated by products but will be a risk into the new Council. A review of the risks against business readiness and the 8 outcomes for day one success.
- Highlighted the overview of the risk programme and day 1 success will look like for Somerset Council.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included: the risk repeated throughout tier 3 and if these are appointed by the end of March how will these be addressed the risk for reporting. The risk to Public Health and Adult, Social care for the vulnerable people.

The LGR Risk Manager Angela Farmer informed the board removal of the Public Health and Adult, Social Care they already have a risk register and fully engaged with the programme.

The Executive Director of Somerset County Council Duncan Sharkey informed the board the Executive Directors will be in post and a number of colleagues that were already in a similar post and would like to use them for a temporary basis, options for agencies and will have partners ready to go with us post vesting day if we have not recruited.

that the LGR implementation Board RESOLVED:

- **To note the amendments to the programme level risks including.**
- **The revised programme level risks.**
- **The new risks.**
- **Transitional risks.**
- **Risk that has been closed.**
- **To give an update on the proposed approach to the Implementation Board meeting in March.**

7 Digital, Data and Technology Strategy for Somerset Council – Agenda item 8

The Chair of the LGR Implementation Board, Val Keitch invited Paul Davidson, Kevin Chorley and Toffee Beattie to present the presentation.

The following was highlighted:

- What is digital and the culture processes and the expectation with all the digital that is around.
- Why digital with culture improvements highlighting the growth and opportunity.
- The scope of and reach and the five themes based around the digital strategy.
- The Digital principles around the strategy and highlighting the protecting and Exploiting Data to help deliver the digital ambitions.
- The Technology Strategy and how to use the technology to help deliver the ambitions.

The LGR Implementation Board proceeded to debate the report and invited comments from members and other members present, points raised included: welcomed the report and software as a service, the Equality impact assessments seem to differentiate between data and digital but very much the same would impact on both around accessibility. The access to broadband in Somerset to share information for those families on universal credit about savings on broadband, Training opportunities for all staff for supporting and guiding through. The quantitative and qualitative of data, the language around procurement and help local business to develop economically. The connectivity across the County and productivity for the future and where the challenges are across the authority. From the 1st of April will the Data sharing become easier. The Strategy around ambitious and the strategy could be more ambitious, having the culture and doing for the digital strategy and having a digital team. Made a comment the digital team in the digital innovation centre.

Kevin Chorley informed the board the LGR Joint Scrutiny Committee raised similar point about the Equality impact assessment and training and take on board the comments and are already working on this. Toffee Beattie advised the board that challenges across the County Council and District Council were similar and the economic development team will need to work together more closely. An information sheet would be issued to all members with an update.

Paul Davidson advised the board that the best data sharing is based on the data standards and free flowing data sharing agreements and as from the 1 April 2023 behind the scenes the council will be operating different systems whilst work continued on delivering one system for the new Council.

The LGR Programme Director Alyn Jones informed the board that the key output of the programme about the matrix for the transition programme and the strategy and direction of travel to Executive and wider leadership team of the direction of travel and delivery plans.

that the LGR implementation Board RESOLVED:

- **To consider and comment on the proposed Data Strategy for the new Somerset Council and review the proposed deliverables to ensure compliance and give confidence that the Strategy can be practicably achieved.**

8 Customer Strategy and Service Standards

The Chair of the LGR Implementation Board, Cllr Val Keitch, welcomed the Head of Customer Services Gareth Denslow and LGR Programme Advisor Karyn Punched to introduce and present the presentation.

The following was highlighted.

- The customer strategy and standards through to vesting day.
- The customer strategy visions including customer insights and feedback.
- The customer service excellence for Government commissioned framework which replaced the 'Charter Mark' scheme in 2006. A practical tool for driving customer-focussed change and emphasis on understanding customers, their needs and preferences. Enables continuous improvement through external assessment and opportunities for greater benchmarking.
- Customer promise and standards highlighting the Somerset Council commitment to customers.
- Highlighting the tranche 1 products by vesting day and have in place agreed and aligned standards of service to ensure continued stable service delivery on Vesting Day"
- The Tranche 1 Product has been broken down into 3 stages:

Planning for stable BAU service delivery on Vesting Day

Interim service standards are delivered on Vesting Day in line with MTFP resource levels.

Have in place an agreed programme of post vesting day further alignment of standards of service.

- The Service Alignment and Improvement workstreams.

The LGR Implementation Board proceeded to debate the report and invite comments from other members present, points raised included: the recommendation to delegate authority to publish and communicate as Interim Service Standards for vesting day, to the Lead Director for Economic and Community Infrastructure and Director of Commissioning is there no member of executive member input, customer insight collecting data, track data on the websites and the social media managing expectation you can get a faster response on Facebook rather than email or letters. When will service delivery settle and managing expectations. Can the work on the Customer Service standards works closely with council plan and corporate performance reporting.

The Head of Customer Services Gareth Denslow responded to points raised the customer standards and comments around social media we will liaise with the communication workstream in regard to email we need to establish in dealing with complaint depending on the nature of the complaint. The service delivery is about getting all the information together to make decision and prioritise the work in terms of the services and will need to be a programme of transition and alignment. The continuing of open and transparent will continue.

that the LGR implementation Board RESOLVED:

- Approve the draft Customer Strategy, Customer Promise and Customer Standards.
- Approve the baseline Service Standards in Appendix D.
- Delegate authority to make any consequential amendments to these service standards following approval of the 2023/24 Budget for Somerset Council, to the Lead Director for Economic and Community Infrastructure and Director of Commissioning.
- Delegate authority to publish and communicate and as Interim Service Standards for vesting day, to the Lead Director for Economic and Community Infrastructure and Director of Commissioning.

11 AOB – agenda item 12

(The meeting ended at 4.05pm)

Chair

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Together we are delivering your

New Somerset Council

- Programme Update & Day 1 Readiness
- Next Steps – Transition and Transformation

Agenda item 5

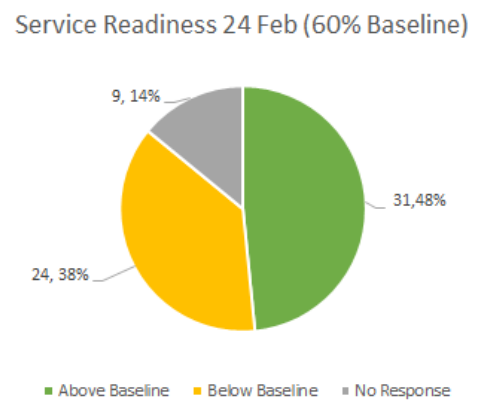
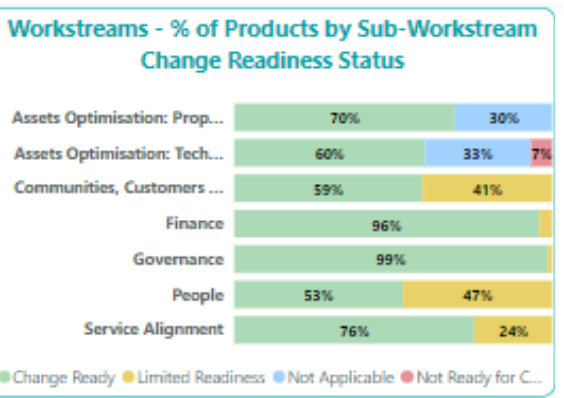
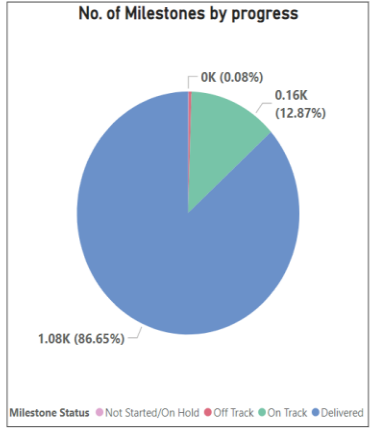
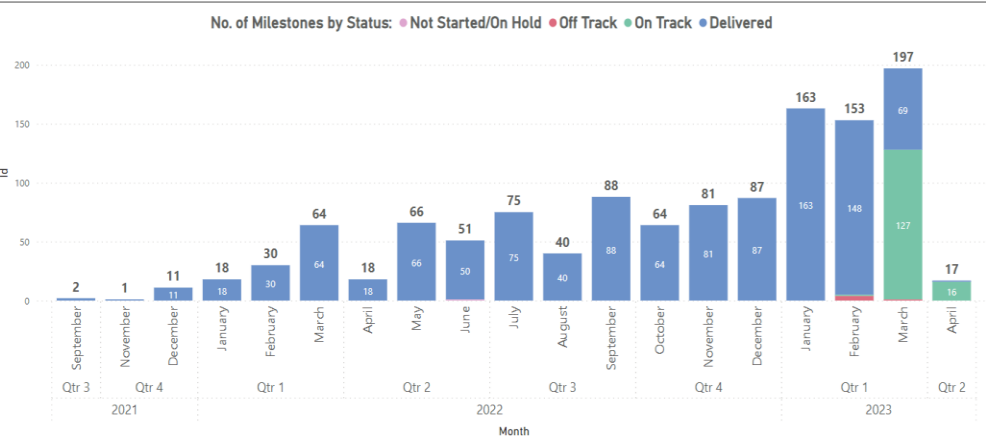
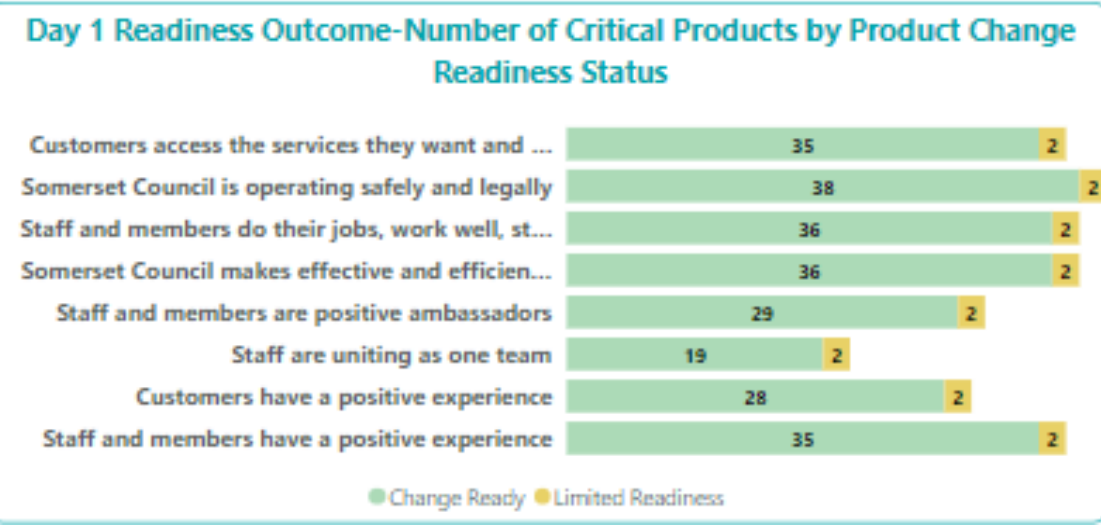
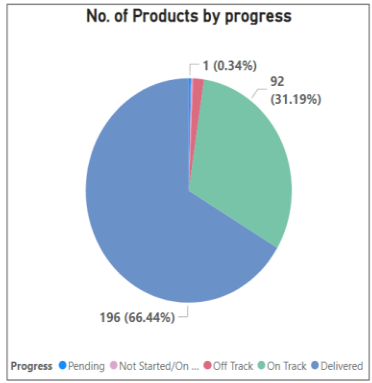
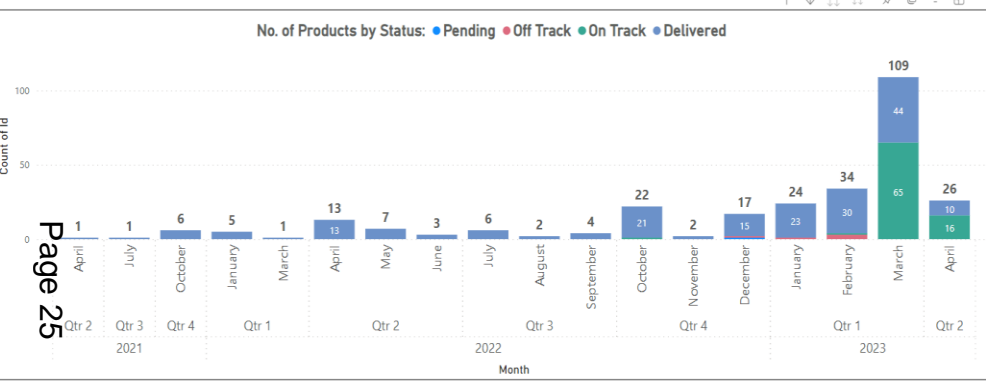


LGR Programme Update – Overall RAG *(data from 10/03)*

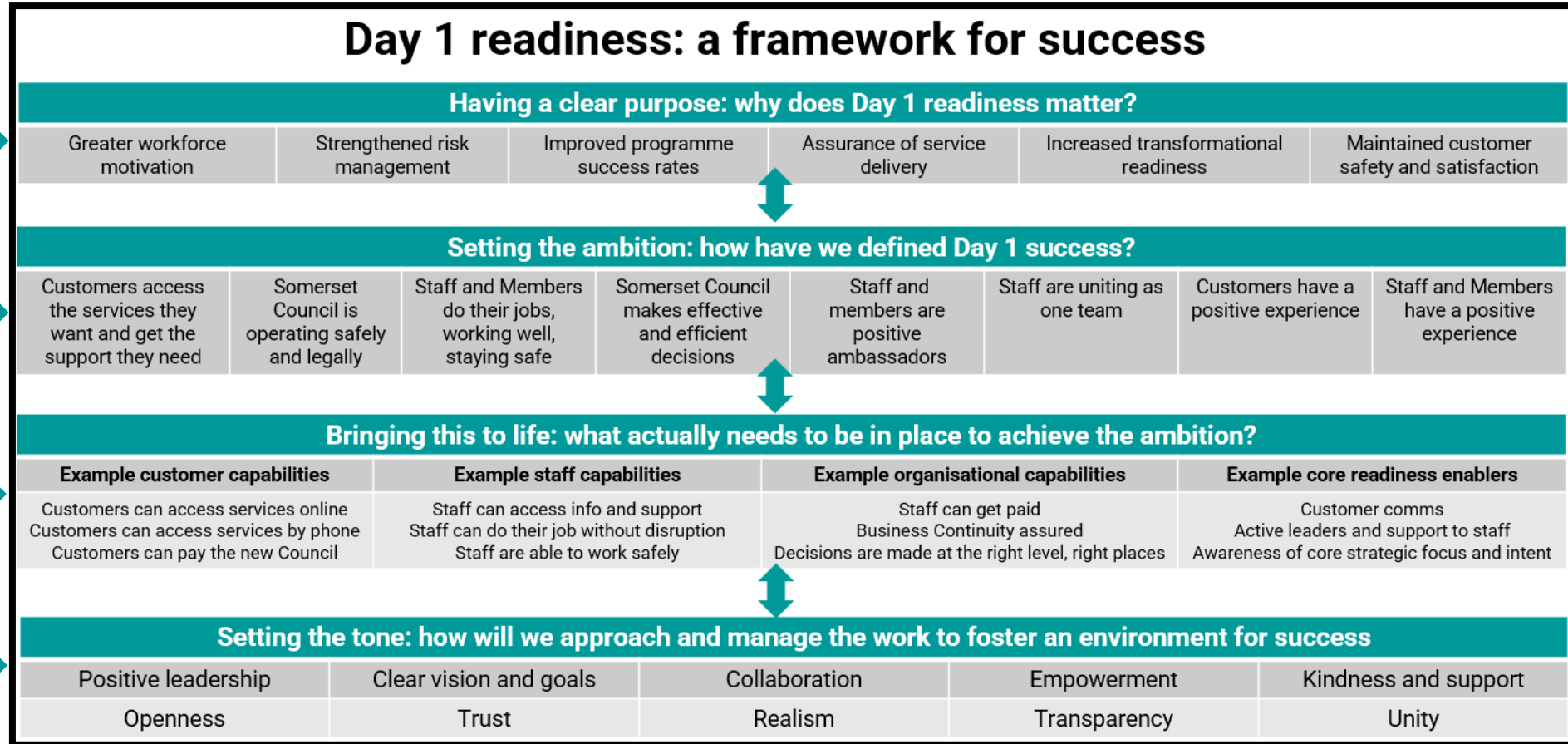
Page 24

	Overall RAG		Resources		Schedule		Change Ready		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 (24/02/2023)
Overall Prog. RAG	A	G	A	G	A	A	62%	88%	55.38%	61.31%
Assets Optimisation: Property	A	G	G	G	A	A	90%	100%	0 of 1	0 of 1
Assets Optimisation: Technical	A	A	G	G	A	A	76%	95%	1 of 2	2 of 2
Communities, Customers & Partnerships	G	G	A	G	G	G	50%	63%	1 of 4	3 of 4
Finance	A	A	A	A	G	A	80%	95%	1 of 4	1 of 4
Governance	G	G	A	G	G	G	42%	92%	5 of 5	5 of 5
People	A	A	A	A	A	A	50%	50%	0 of 2	0 of 2
Service Alignment	A	G	R	A	A	G	34%	89%	20 of 37	24 of 34

Programme Delivery and Vesting 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



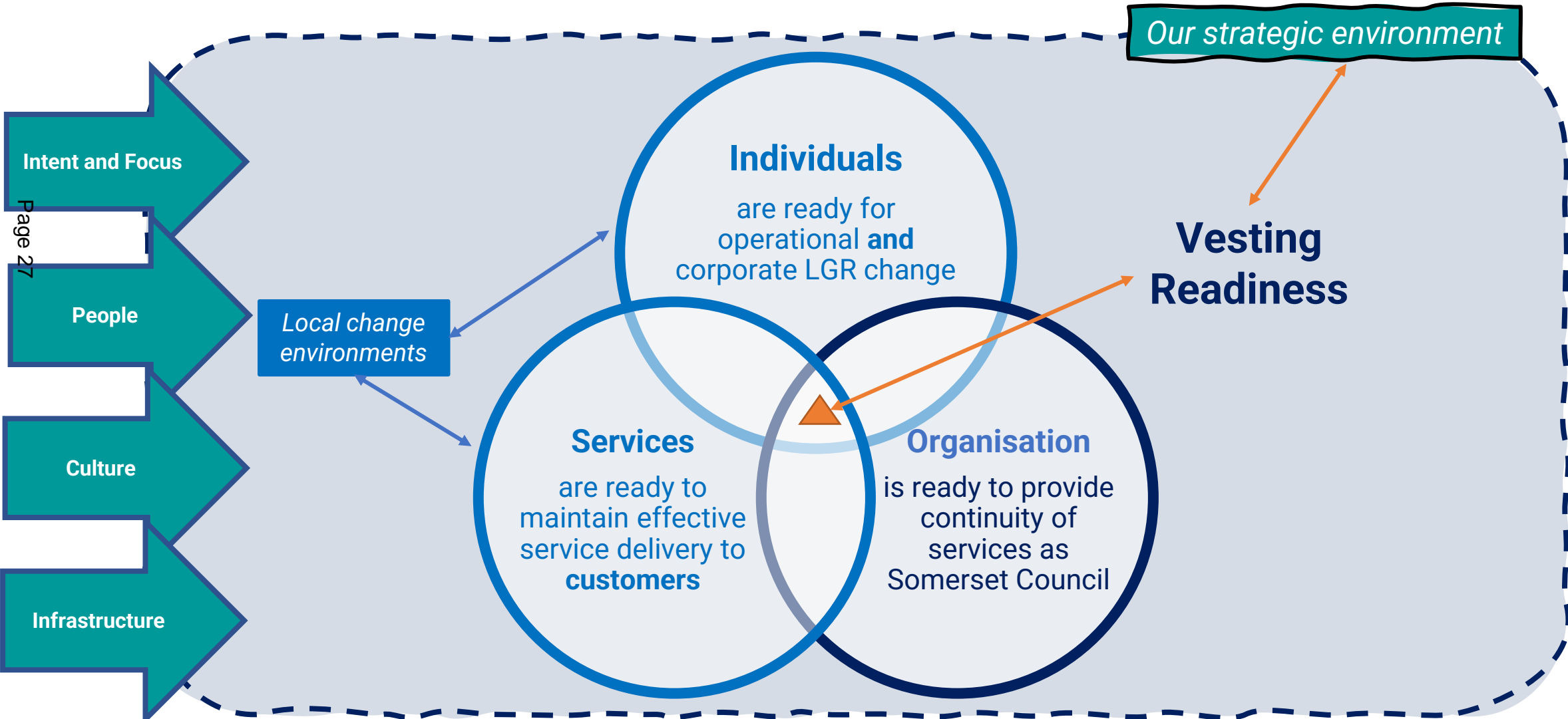
How (Capabilities): set goals to achieve that will measure success



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



Day 1 Readiness Lenses



Page 27

Our Customers

What will our customers see Day 1?

- One telephone number
0300 123 2224 [8.30- 5pm]
- One website www.somerset.gov.uk
- Customer promise/standards
- Single complaints policy
- 19 Customer Access points
- Single FOI/DSAR

Page 28

What will our customers hear and feel on Day 1?

- Natural Language Bot
- First point of contact triage
- No wrong door
- Empowered and trained staff ready to give the best customer service across unitary functions
- Increased accessibility to contact Council Services
- Smoother partnership interactions
- Nothing less than before
- Customers can continue to do business with the Council

The ambition for a successful Day 1

- Customers access the services they want and get the support they need
- Customers have a positive experience



What will be different on Vesting Day?

- One Customer Service Team
- One Website
- One telephone number
- One Customer Strategy
- One Digital Strategy
- Integrated telephony system
- Natural Language BOT response to calls
- Skilled staff in unitary functions
- No wrong front door approach
- 19 Customer Access Points (7 new)
- Single approach to complaints/FOI/DSAR
- Ability to join a Customer Panel
- Digital Volunteers
- Combined My Waste Services
- No change to Out of Hours services
- Aligned distribution of Council Tax Bills, Business Rates Bills and Benefit notifications
- New branding for Somerset Council (phased roll out)
- Local Community Networks

Our Staff and Members

What will our staff and members see on Day 1?

- Physical signs– new branding, ID cards, lanyards, lapel pins
- Digital signs– single platform and identity management, screensaver, intranet, Learning Management System
- Visible leadership – Senior leader engagement, Culture Navigators, CEO Statement

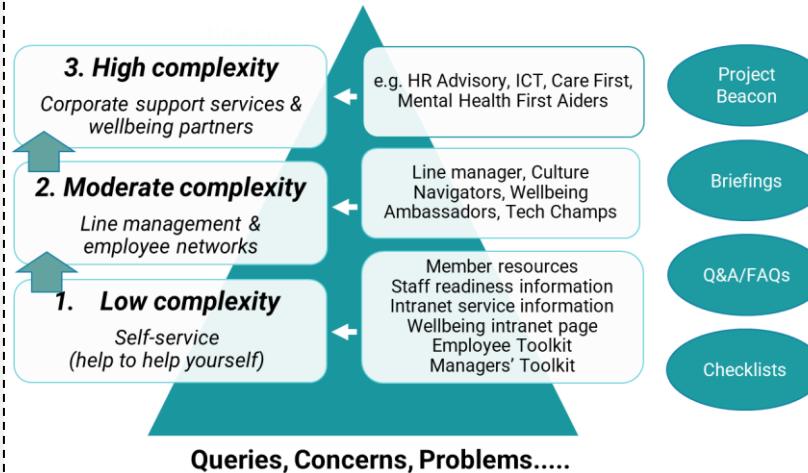
Page 29

What will our staff and members hear and feel on Day 1?

- Staff & Member readiness checklist (with guidance, FAQs, links to further support)
- Celebration of what has been achieved and focus on the exciting opportunities ahead
- Stability from minimal change
- Support by line manager, Culture Navigators, Tech Champs, Wellbeing ambassadors, employee support networks
- Wellbeing Programme to support all staff
- A toolkit for managers to
- Member induction & development programme
- Organisation wide collaboration enabled through single ICT platform



Transition Support



The ambition for a successful Day 1

- 03 Staff and Members do their jobs, working well, staying safe
- 05 Staff and Members are positive ambassadors
- 06 Staff are uniting as one team
- 08 Staff and Members have a positive experience

What will be different on Vesting Day?

For most staff, much will remain the same with exception of:

- Access to all office spaces
- New Council intranet
- Access to shared online workspaces
- Access to more/different apps e.g. SAP
- New email signatures
- New directorates & transitional operating structure (interim for payroll purposes)
- Access to broader selection of benefits
- Access to a single ICT Helpdesk

For some staff there will be:

- A different (interim) reporting line
- New ICT equipment (e.g. some Mendip staff)

SAP – Payroll interim arrangements

Task: Ensure that Somerset Council can effectively run, to enable this all staff and workers MUST be added to the Somerset Council SAP Establishment Structure.

Developed before/during recruitment of Executive Directors and Service Directors.

Timeline:



Outcome: SAP payroll build aligned with the Somerset Council structure plan, all staff get paid, book leave and record sickness.

This is not a formal structure, restructuring will take place post vesting day. Budgets will not be accurately reflective of the SAP build. SAP and DELVE (systems) will not be updated in full until post 12th April.

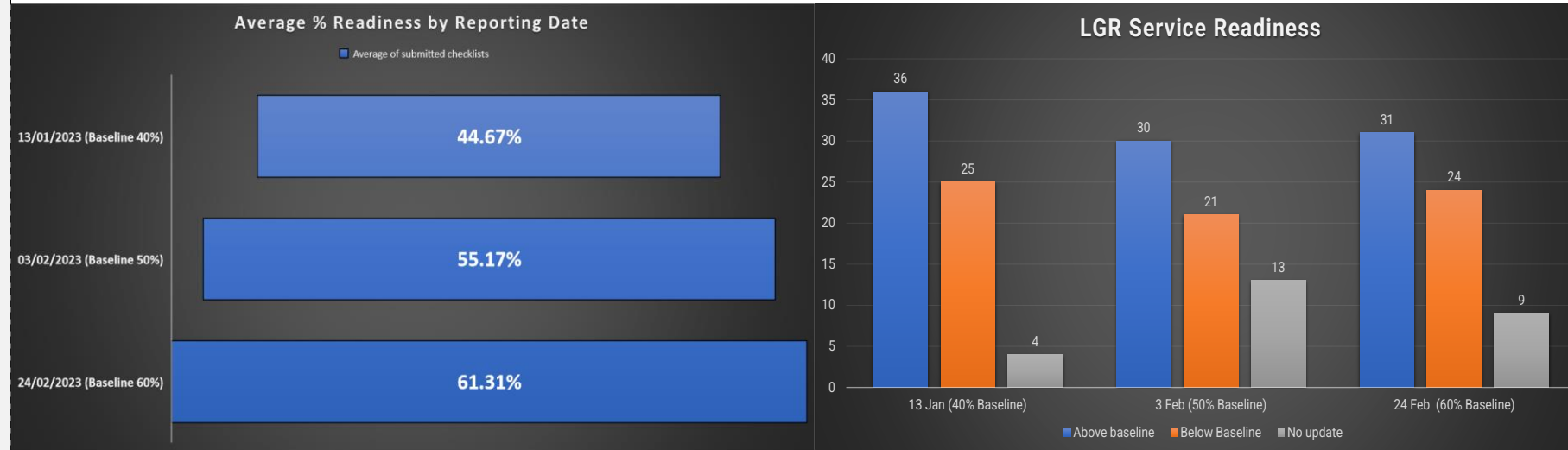
Our Services

The ambition for a successful Day 1

- Services are ready to maintain effective service delivery for customers

What will our services look and feel like on Day 1?

- New sets of baseline Service Standards
- Business Continuity plans for all services
- Emergency Plans in place
- Continuation of out of hours provision
- Operational Working Arrangements to support delivery of service continuity
- Extension of temporary staffing to support service stability and resilience
- Single supplier for temporary labour



How do we know we are going to be ready?

A Service Readiness Checklist has been developed and in use since January 23. This will help provide crucial assurance to workstreams, the services and the programme that our services are ready to operate with continuity from Vesting Day, as part of the new Somerset Council. It is also a mechanism for services to use to raise any readiness issues that might need support or intervention, in order to be ready, and identify barriers to readiness that need resolving centrally. Output of the checklist returns can be found in graphs above and slide 2.

Together we are delivering your

New Somerset Council

Our Organisation



The ambition for a successful Day 1

- Somerset Council is operating safely and legally
- Somerset Council makes effective and efficient decisions

What will our organisation look and feel like on Day 1?

Page 32

- New leadership team in place
- A new senior management structure
- New internal Governance Arrangements
- A new brand for Somerset Council
- New model for ways of working for implementation after vesting day
- Local Community Networks
- Safe & Legal TUPE of DC staff

What will be different on Vesting Day?

- New Constitution & Scheme of Delegation
- A single finance system – Microsoft Dynamics
- A Single Payroll for all staff and members
- Single set of Terms & Conditions and pay & grading structure for new employees
- A new Operating Model
- Single Recruitment and Careers site
- Single Platform and Identity Management
- Single Learning Management System
- Combined Strategic Risk Register
- A single budget and MTFP for Somerset Council
- Single Telephony and integrated WiFi network
- Unified data sharing framework
- Standardised approach to Health & Safety Incident reporting
- A suite of aligned or new strategies and policies including Partnership strategy and HR policies

Together we are delivering your

New Somerset Council

Together we are delivering your

New Somerset Council

Transition and Transformation Blueprint



Introduction

Why have a blueprint?:

To maintain focus on planning and delivering the required transition, transformation, and change after Vesting Day to deliver the Local Government Reorganisation Business Case objectives, Corporate Plan and Medium-Term Financial Plan (MTFP).

The blueprint sets out how Somerset Council will handle the transition and transformation activity that the new council will deliver to achieve Council priorities

- Work to develop that plan of work is under way and will be finalised in the next 8-10 weeks
- It applies to all service areas (subject to what is “in” and “out” of scope)
- There will be two phases: a 2 year transition period, becoming a transformation programme thereafter
- Recent Local Government Association Peer Review supports / encourages this approach
- Supports resourcing (people and finance) against the range of work required.
- Builds on learning from Local Government Reorganisation programme and other programmes.
- DLUHC have been updated on this and support the approach

Council Plan Principles

A responsible council

A listening, empowering council

A council with evidence based and open decision making

A collaborative council

An enterprising council

T & T Programme Principles

- We will align resources to our priorities to ensure sustainable programme that can contribute to the Council vision & MTFP requirements
- Anything we do will contribute to improved outcomes, demand reduction, customer and staff satisfaction

- We will engage with communities and partners and co-produce future design
- All staff are encouraged to contribute to the programme and be part it

- Decisions are evidenced based and backed up by robust and sound information and intelligence
- We are open and transparent in all our dealings

- We will work with our partners and put Somerset residents' interest at heart of everything we do to secure the best outcomes for our communities

- Anything we do is sustainable, productive and affordable
- We will utilise technology where it can add value

Together we are delivering your

New Somerset Council

Purpose of a blueprint

- **The move from Vesting Day onwards must be managed well.** During the Transition and Transformation period, we will bring all service alignment, improvement, transformational and cost reduction activities across the Somerset Council together under a single programme.
- It provides a visible **common plan and methodology** that empowers whilst defining where accountability lies. It supports delivery of Somerset Council's priorities both in term of our capacity and ability to deliver.
- It is required to link the new council's operating model and emerging benefits strategy in an organisational framework to deliver the Council Plan and **achieve the transformational potential of a single unitary council**
- The blueprint **provides the detail necessary for officers, teams and Members to understand how the post-Vesting day transition and transformation work is being delivered**, see what is being delivered and monitor whether it is being done well.

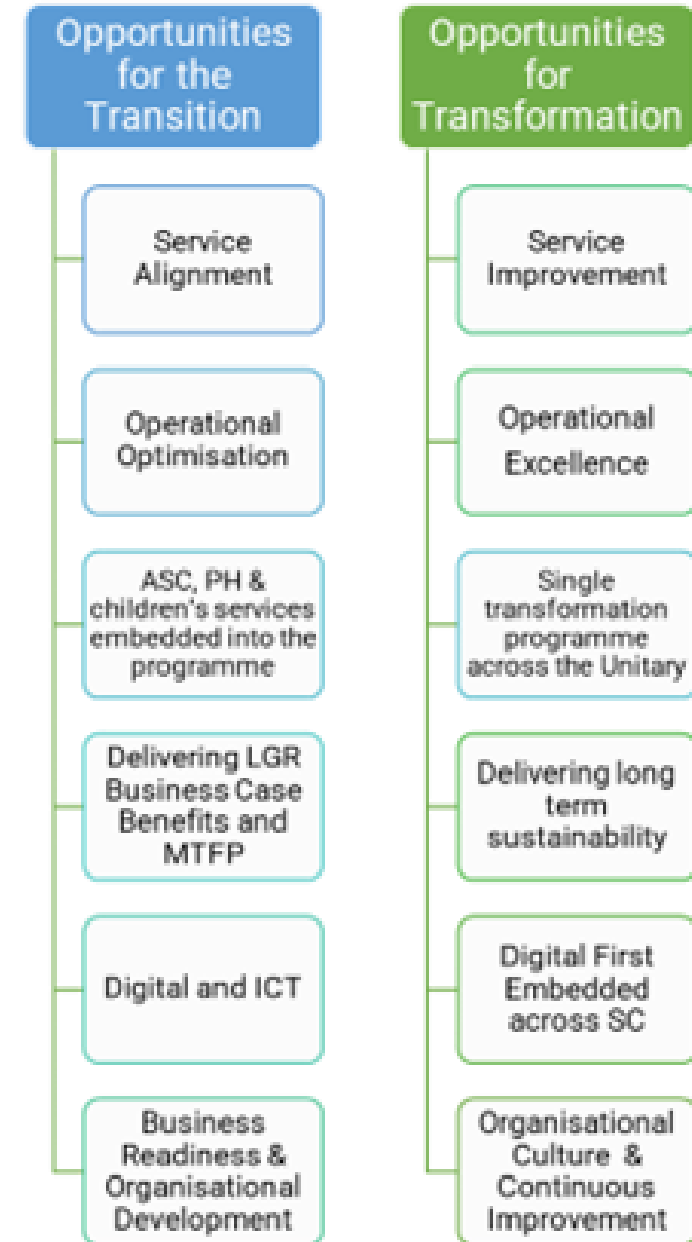
Key elements of the blueprint / approach

- Programme principles aligned to Council Plan principles
- Transition period of up to 24 months. Single Transformation Programme for Somerset Council – running concurrently.
- Transition, Transformation and Change Board
- Baseline of service's alignment on Vesting Day and transition activity planned by each service, to help define what transition activities are required and when
- Programme Management Office built on LGR, Peer Review and other learning
- Benefits Realisation Management for open and transparent delivery of financial and non-financial benefits of the programme

Benefits and opportunities

Quality, transparency, accountability

- It enables **delivery of shared outcomes and defined benefits**, meaning we can work as a single organisation and with partners to **achieve more with the resource we have**.
- It creates a hub of programme **expertise and a framework that supports programme, project managers and commissioners** to deliver the council's objectives as effectively and efficiently as possible and be **accountable as well as empowered** to act.
- It will be **visible and transparent**, meaning the Executive and others can be assured that work is proceeding as expected, tackle anything that is off-track or at-risk, and challenge poor practice.
- This **supports prioritisation of activity** and allows difficult decisions to be taken transparently and with confidence. It enables the council to **deploy limited resources (financial, people) on the right priorities** at the right time.
- In particular, alongside the benefits strategy, a single, understood approach creates **an environment where critical outcomes such as meeting MTFP savings targets and reducing demand for services can be pursued with confidence** and intervene at an earlier stage.



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Programme Level Risks

21st March 2023

Angela Farmer

Ask of LGR Implementation Board:

1. Acknowledge the work done to date on the management of risks
2. Note the current programme risk position
3. Note the work that is being undertaken to deliver Risk Management for the new Council and transition
4. Discussion about Member participation including Member involvement moving forward into the new Somerset Council

Key points for discussion:

1. The approach to risks now and in the future
2. Member participation

Today, will look at and discuss

1. Where we have come from – how risks have been managed
2. Where are we now
3. How we are moving forward with risks in Somerset Council
4. Member involvement - do Members feel that the proposed way forward for risks, i.e. transition risks and the wider risk agenda, is sufficiently clear and ensures that they feel able to scrutinise risks and question the risks on the register as well as identification of new areas for consideration

Where we have come from

Risks have been continuously managed and monitored since March 2022 as follows:

1. Through Programme Board, monthly reports
2. With LGR Programme Director, weekly basis
3. Reports to committees including:
 1. LGR Joint Scrutiny
 2. LGR Implementation Board
 3. SCC Audit Committee
4. Through Programme Team, through weekly meetings which includes workstreams

Where we have come from

Overview of the management of risks

Month	Number of programme level risks	Updates
March 2022	19	I risk moved to issue, 2 risks combined to one
April 2022	17	
June 2022	17	I new risk identified, 1 risk closed
July 2022	17	2 new risks identified
August 2022	19	I new risk identified, I risk closed
September 2022	19	1 new risk
October 2022	20	
November 2022	20	
December 2022	20	Major review – 3 closures, 4 transitional risks, 13 Business ready risks

Where we now

Major review of programme level risks in December and agreed in January resulting in:

1. 3 risks closed
2. 13 risks identified as risks to the programme
3. 4 risks that are considered transitional (risks that will move forward into the Somerset Council's risk registers)
4. 13 risks added as risks related to business readiness for day one
5. Monitoring ongoing including Member participation through the process
6. Revised and updated register set out in the next slides set against the day one success outcomes

What day one success looks like

Customer access the services they want and get the support they need

Ref	Risk Description	I	Controls and actions	R
PL23	The risk that non-delivery or late delivery of LGR products that other workstreams are dependent on	12	<ul style="list-style-type: none"> Reliable critical path is available, with regular opportunities to monitor and course-correct when necessary Regular opportunities for project managers to review with workstream an sub-workstream leads Review of scorecards Robust programme and project planning Modelling interdependencies incorporated into work plans and must haves Adequate resourcing of programme staff with appropriate capabilities and capacity to deliver workplan Utilise lessons learned from other programmes Dedicated LGR programme managers in post 	12
PL413	The risk that services will not be fully ready on vesting day	12	<ul style="list-style-type: none"> Service readiness checklist – initial overview and follow-up Business Readiness group in place Quality assurance monthly check ins 	9

What day one success looks like

Staff and Members do their jobs, working well and staying safe

Ref	Risk Description	I	Controls and actions	R
PL12	The risk that there are insufficient resources to implement LGR Programme and deliver the approved business case	20	<ul style="list-style-type: none"> • Early definition of resource requirements (capability and capacity) as part of gateway • PMO Team in place • Monthly scorecard resource identification 	9
PL13	Unforeseen emergency or business continuity interruption or rising tide situation that requires staff to be directed from day job into incident response	16	<ul style="list-style-type: none"> • Existing BC arrangements in each council to deal with unexpected emergencies prior to April 2023 • Wider BC work to deliver individual BC plans for new Council as well as a Corporate Plan for the new Council • Existing CCU unit supported by districts staff in place to support up to April 2023 • Gold structure in place 	12
PL25	The risk that BAU activity within Councils is impacted by stretched staff resources balancing LGR and BAU work	20	<ul style="list-style-type: none"> • Recruitment protocol • Staff engagement at local level on a regular basis • BAU process at local level to ensure any additional work is scrutinised before agreeing to continue • Monitoring key performance indicators for any drop off in service provision/performance • Monthly scorecard resource identification 	9

What day one success looks like

Staff and Members do their jobs, working well and staying safe

Ref	Risk Description	I	Controls and actions	R
PL414	The risk that staff moral and resilience will be at a low ebb, impacting their wellbeing	16	<ul style="list-style-type: none"> Staff Surveys undertaken with further planned Survey results analysed and outcomes to target particular group Staff readiness group Development of staff readiness directory Staff network with a focus on particular aspects such as protected characteristics Culture navigators Wellbeing survey undertaken to support wellbeing strategy for new council 	9
PL415	The risk that staff with split roles or roles that aren't service specific will be unclear what their role will be in the new authority	12	<ul style="list-style-type: none"> Interim SAP structure (1274) Staff readiness directory T2 positions in place T3 to be in place by 1/4/23 	12

What day one success looks like

Somerset Council make effective and efficient decisions

Ref	Risk Description	I	Controls and actions	R
PL10	There is a risk of a significant budget gap for the new Somerset Council in 23/24 when Districts and County budgets combine, significantly impacting the financial sustainability of the new council	20	<ul style="list-style-type: none"> Finance and asset protocol across 5 councils S24 Notice from DHLUC effective May 2022 Budget monitoring processes in the 5 councils Balanced budget for 23/24 for Somerset Council to be agreed by Full Council Feb 23 LGR Programme is being used as part of the vehicle to deliver MTFP to ensure that alignment, design and development of services across the programme within the budget envelope 	9
PL15	Failure of workstreams/projects to achieve their expected financial benefits as described in business case	16	<ul style="list-style-type: none"> Tranche 1 products agreed Work on Tranche 2 products started LGR Programme is being used as part of the vehicle to deliver MTFP to ensure that alignment, design and development of services across the programme within the budget envelope Robust benefits realisation planning in place Monitoring through programme reporting LGA commissioned to deliver costed service structure Contract analysis prioritisation and related opportunities 	12
PL26	The risk that the back office ERP system not sufficiently implemented to support new authority	16	<ul style="list-style-type: none"> Implementation plan that delivers in excess of the minimum viable product Continued close management of implementation partner against published programme Clear governance and oversight Independent governance oversight role by SOCITM Training be undertaken in February Change agents to be in place Super users from across the councils Business readiness to monitor progress 	8

What day one success looks like

Somerset Council make effective and efficient decisions

Ref	Risk Description	I	Controls and actions	R
PL111	The risk of overspend on the £16.5m LGR implementation budget	16	<ul style="list-style-type: none"> 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. Work is underway to revisit the redundancy figures] Programme board monitoring 	12
PL139	Inter-dependencies between workstreams not managed effectively	12	<ul style="list-style-type: none"> Programme tranches developed A process/approach for management of dependencies to ensure impacts of change (time/cosy/quality) are easily understood at both workstream and programme level. PMO providing assurance against delivery of programme capabilities Dependency management tool in central list (sharepoint) T1 products dependencies to be assessed are T1 sign off (Date: ongoing Management of dependencies and interdependencies are part of monthly assurance meetings between PMO and workstream 	6
PL367	The risk that the 5 councils will overspend in 22/23 and have to use reserves	25	<ul style="list-style-type: none"> Regular budget monitoring 	16

What day one success looks like

Somerset Council make effective and efficient decisions

Ref	Risk Description	I	Controls and actions	R
PL416	The risk that decision making will be unclear and confused	12	<ul style="list-style-type: none"> Decision overview produced to be clear what needs to do to what committee Internal Governance will be reviewed after Vesting Day New constitution (10) Service readiness checklist 	9
PL417	The risk that there is a lack of clarity of vision and priorities	12	<ul style="list-style-type: none"> New Member, new panels – training planned Training of constitution Corporate plan (1178) 	9

What day one success looks like

Staff and Members are positive ambassadors

Ref	Risk Description	I	Controls and actions	R
PL417	The risk that there is a lack of clarity of vision and priorities	12	<ul style="list-style-type: none">• New Member, new panels – training planned• Training of constitution• Corporate plan (1178)	9
PL418	The risk that there will not be visible and active leadership on vesting day and beyond	12	<ul style="list-style-type: none">• T2 appointed• T3 in place by 1/4/23• Interim SAP structure (1178)• Staff readiness directory in place	9

What day one success looks like

Staff are uniting as one team

Ref	Risk Description	I	Controls and actions	R
PL419	Lack of clarity of what teams look like on Day One – inability to complete readiness activities to manage that change	16	<ul style="list-style-type: none"> Interim SAP Structure (1178) Aligned base budgets for Somerset Council 	12
PL420	The risk of capacity and resource issues leading up to Vesting Day	16	<ul style="list-style-type: none"> Interim SAP Structure (1178) Aligned base budgets for Somerset Council Regular prog resource review 	12
PL421	The risk that staff will not work together as teams	12	<ul style="list-style-type: none"> Service readiness checklist Bringing of district and county service teams together to form one team Interim SAP structure (1178) 	9

What day one success looks like

Customers have a positive experience

Ref	Risk Description	I	Controls and actions	R
PL19	Design/products to create new unitary council will not have the community as a central focus in the design of the new operating model	12	<ul style="list-style-type: none"> • Programme and workstream checkpoint review criteria • Ensure LGR Advisory Board remains effective, inclusive, transparent and accessible (PSG) • Embody community focus as a critical requirement of operating model development through workshops, research and engagement (CCP) • Ensure TOM development reflects emerging customer strategy and principles (CCP) • Engagement with all workstreams to secure agreement/recognition that communities focus goes beyond safe and legal (CCP) • Ensure interdependencies are identified and managed through iterative discussion and collaboration (CCP) • Specifically, engage with People workstream to support as ethos and culture of communities and customers first (CCP/People) • Involve customers and communities in the design of products and services (CCP) • Learn from customer experience and feedback (CCP) • Develop sound business case to underpin sufficient resourcing to deliver communities focused objectives (CCP/Finance) 	12
PL422	The risk to continuity of service	16	<ul style="list-style-type: none"> • Service readiness checklist • Business readiness framework • Business continuity arrangements in place (484) • Planning for stable BAU on day one (1179) 	12

What day one success looks like

Staff and Members have a positive experience

Ref	Risk Description	I	Controls and actions	R
PL309	The risk that there is insufficient capacity to manage the people side of change	16	<ul style="list-style-type: none"> • Change management approach, quality framework and tools established and in use • 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 • Validation of approach and priorities with PwC and our Unitary partners • Working closely with comms and People workstream • Plans in place to identify and collaborate with wider change assets across all organisations • Mobilisation of tactical change management resource to work alongside and support existing network of change management across all organisations • Engagement with programme and WS leads to unite thinking and drive profile of people side of change as core competence of programme • Evidence based approach to defining extent and impact of T1 products to define level of need and target resource where needed most • Application of data and insight from across WS to build programme change plan and EIA support • Embedding change management within current assurance practice and reporting • Nominated lead for People change 	12

Page 53

What day one success looks like

Staff and Members have a positive experience

Ref	Risk Description	I	Controls and actions	R
PL358	The risk that the process of appointments to TS/T3/T4 roles could result in an employment claim if process is not followed properly	16	<ul style="list-style-type: none"> • Incoming new Chief Executive taking ownership of the risk • SSDC Chief Executive taking on sponsor role for People workstream • Regular reporting back to PB by People workstream • Consultation with PB • Consultation with Trade Unions on the procedures • External legal advice being taken • Member engagement in T2 appointments and T3 appointments 	12
PL423	The risk that staff and Members don't have a positive experience which has a detrimental impact in building a new Council for the residents for Somerset	16	<ul style="list-style-type: none"> • Staff readiness directory • Staff networks in place for support • Culture navigators in place • Member training 	12

Moving Forward

Programme risks (programme and workstreams)

Programme risks and workstream risks:

1. Review all risks to determine whether they have been mitigated
2. If they have then they will be closed for 31/3/23
3. If they have not
 1. Is the risk, a risk for the wider organisation, or one to be considered to be transitional
 2. Review any risk moving forward - scores, mitigation, ownership
4. Work to date on programme risks indicates that
 1. 11 will close
 2. 6 connected to the wider Somerset Council risks
 3. 6 will move to the risk register for the next phase of the programme

Moving forward

Risks for the transition

1. From review of programme and workstream risks, build register for transition/next phase of the programme based on risks that will move forward. This will be completed by the end of March 2023
2. Determine new risks through assessment of tranche 2 and transition which will be completed by the end of April 2023
3. Agreement to monitoring and review
4. Member participation
 1. SCC Audit Committee include both Somerset Council risks and Transitional/next phase of the programme risks
 2. Performance, risk and budget monitoring board (joint officer and Member board)

Moving Forward

Risks for the wider Somerset Council

1. Creation of the new Strategic risk register for Somerset Council - already identified that all bar one current SCC strategic risks will move over. New risk areas based on the district strategic risks including housing, water borne risks, commercial investments, staff resilience and community resilience - work to do with Executive Directors and Service Directors to support the development of these risks including what the risks are, scores, mitigation and ownership. This is expected to be completed by the end of April 2023
2. Creation of service level risk register for Somerset Council – bring forward the current district service risk registers and develop the service level risk registers for the new Council. These are expected to in place by the end of June 2023 but with ongoing monitoring and work as services align
3. Amalgamation of major project risk registers as needed. It is intended to work through these over a period 4 months, so that combined risk registers are in place by early August where necessary with clear understanding of ownership, monitoring and escalation routes.
4. Ongoing Member participation so that they can seek assurance and scrutinise risks will include:
 1. SCC Audit Committee every other month
 2. Major project programme boards
 3. Performance, risk and budget monitoring board (joint officer and Member board)
 4. Local Government Reorganisation Transition and Transformation Executive sub-committee

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