Local Government Reorganisation (LGR)

Joint Committee

November 5, 2021

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Programme Director

Items for discussion and endorsement

1. Mission, vision, values and principles
2. Programme plan and milestones
3. Priorities in the design and planning phase
4. Governance and programme management arrangements

Programme mission and vision statement (Joint Committee to discuss and amend as appropriate)

Mission

To create a new Unitary council for Somerset on 1 April 2023 that delivers the approved business case.

Vision

A single council for Somerset that is ambitious for our county and is:

- Collaborative and works in partnership;
- Accessible and places residents and communities at the centre of decision making;
- Dynamic, enabling high performing, quality services and effective and efficient use of public money.

Programme Values

- Somerset's residents, customers, communities, businesses and visitors come first.
- Our focus will be on delivery and outcomes, not process and governance (but with sufficient governance).
- We strive for open, honest communication. No surprises.
- All five councils are committed to working positively together to create an effective single authority that will support our residents, businesses and partners
- We value expertise and experience from wherever it comes.
- We learn lessons from previous LGR implementation programmes.
- We will adopt a supportive, learning, coaching and mentoring culture and approach.
- Let's design and implement an organisation we're proud of.
- Let's not lose what we do best – look at what the Districts and County Councils do well and build on this.

Programme Principles

Design

- One Somerset business case to be implemented without modification, as approved by the Secretary of State
- Continuing Authority. Districts are proposing the alternative option
- Identify specific areas of Stronger Somerset business case to include. Additions to be evidence based.
- New authority with a new culture designed with staff
- We will test, pilot and experiment; if we fail on something, we will learn quickly and implement robustly (fail fast, learn quickly)

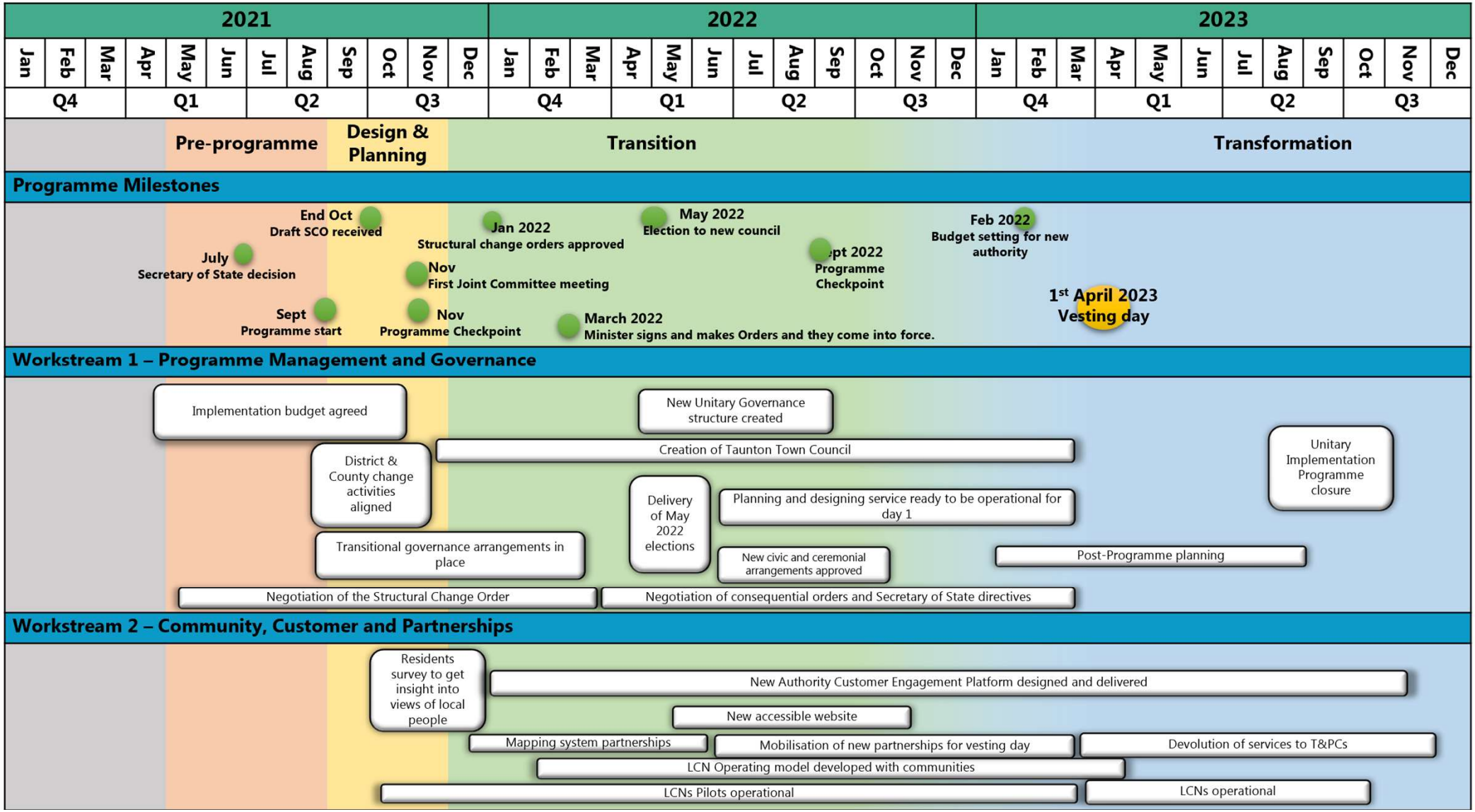
Delivery

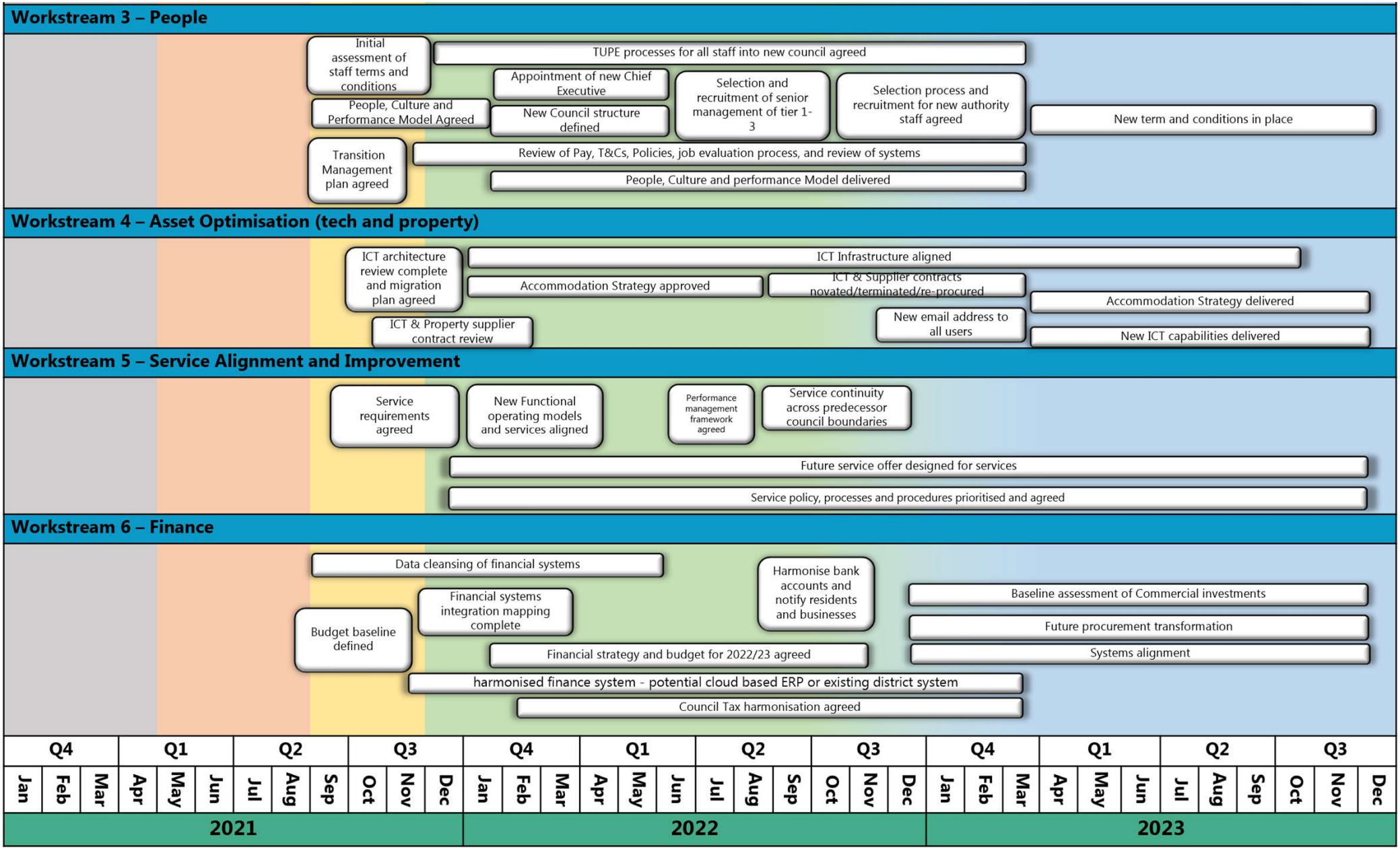
- County Council has the lead for implementation, working entirely in partnership with Districts
- Fast, robust decision-making (officer, political).
- Programme teams will work remotely and out of all council offices.
- Work with staff, residents, partners and businesses, be proactive and collaborative in developing innovative ways of working
- We will create the new authority in the strongest financial position

Partnership

- Full time programme leads and workstream leads from each council
- Work as a close, single team
- All councils cooperate and jointly deliver
- Consistent, joint internal and external communications

High Level Timeline




Workstream 3 – People
Initial assessment of staff terms and conditions
TUPE processes for all staff into new council agreed
Appointment of new Chief Executive
Selection and recruitment of senior management of tier 1-3
Selection process and recruitment for new authority staff agreed
People, Culture and Performance Model Agreed
New Council structure defined
New term and conditions in place
Transition Management plan agreed
Review of Pay, T&Cs, Policies, job evaluation process, and review of systems
People, Culture and performance Model delivered
Workstream 4 – Asset Optimisation (tech and property)
ICT architecture review complete and migration plan agreed
ICT Infrastructure aligned
Accommodation Strategy approved
ICT & Supplier contracts novated/terminated/re-procured
Accommodation Strategy delivered
New email address to all users
ICT & Property supplier contract review
New ICT capabilities delivered
Workstream 5 – Service Alignment and Improvement
Service requirements agreed
New Functional operating models and services aligned
Performance management framework agreed
Service continuity across predecessor council boundaries
Future service offer designed for services
Service policy, processes and procedures prioritised and agreed
Workstream 6 – Finance
Data cleansing of financial systems
Harmonise bank accounts and notify residents and businesses
Baseline assessment of Commercial investments
Financial systems integration mapping complete
Budget baseline defined
Future procurement transformation
Financial strategy and budget for 2022/23 agreed
Systems alignment
harmonised finance system - potential cloud based ERP or existing district system
Council Tax harmonisation agreed
Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2021
2022
2023

Programme Priorities (Design and Planning Phase)

During September: establishing the programme

- Desktop Community Governance Review to determine number of Members
- Detailed implementation plan (live document to be revised and reissued monthly)
- Detailed programme governance model and workstream definition and all named co-leads
- Resource plan for implementation (people and money); phase 1, phase 2 and phase 3

September – October: maintain momentum and deeper definition of the plan

- All workstream leads nominated
- Detailed 'products' list to be delivered by Vesting Day
- Detailed workstream work plan for every set of products
- Benefits defined and robust management plan in place (cash and non-cash benefits).
- LGR implementation aligned with other work. What continues, what is paused, what stops and what is incorporated?

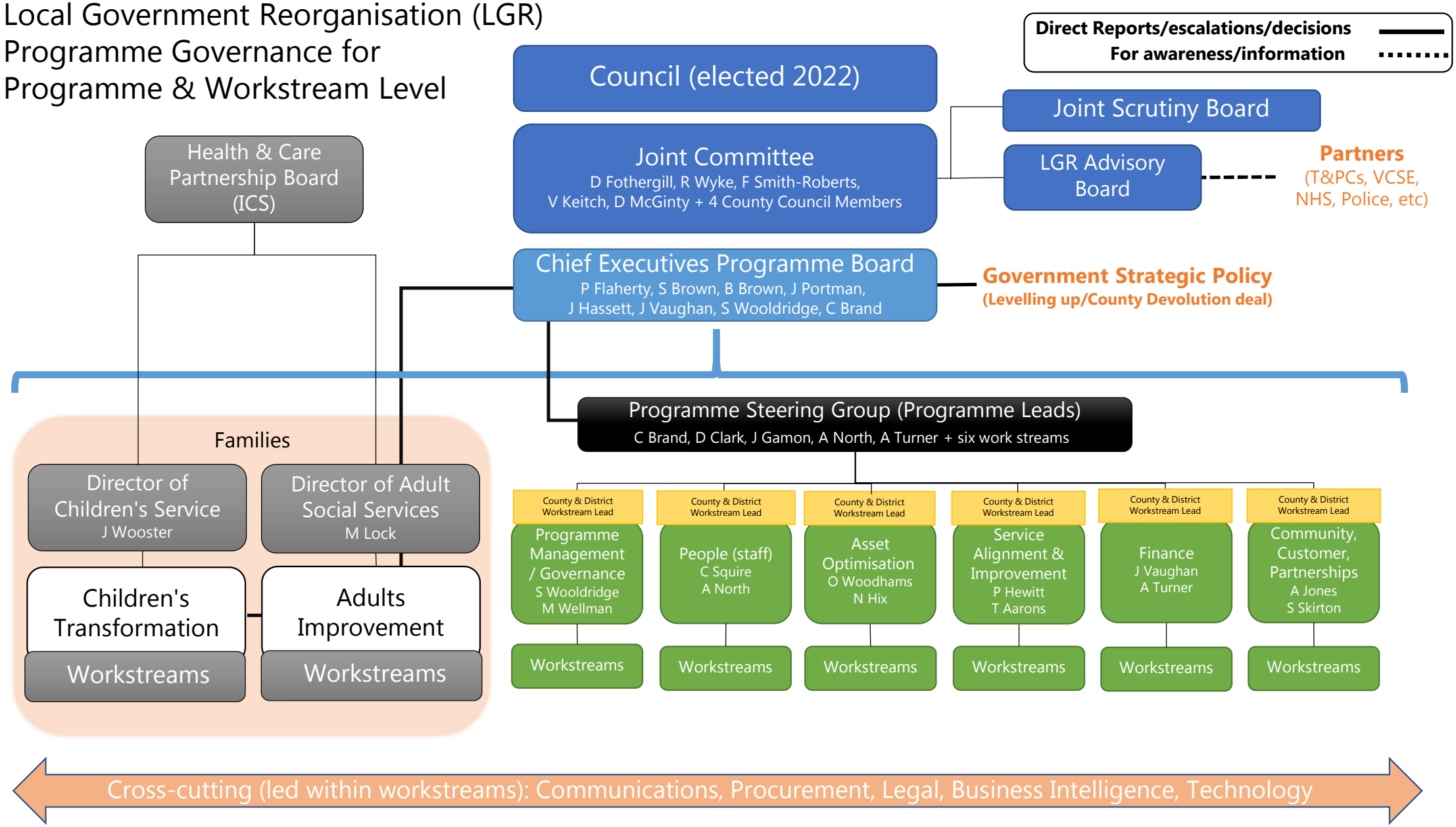
Now to end-2021: alignment of council activities

- Statutory Change Order negotiation with MHCLG
- LCN design, number and geographies. 2-4 pilots by year-end

Ongoing: relationships and culture

- Building close relationships with the district council members and officers post decision; further work with SALC and Towns/Parishes/City councils to continue the relationship building
- Staff engagement to create a collaborative, "single team" culture.

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



Programme Governance Boards & Workstreams

Each workstream to be co-led by County Council and District Council staff

CC&DC Workstream Lead	CC&DC Workstream Lead	CC&DC Workstream Lead	CC&DC Workstream Lead	CC&DC Workstream Lead	CC&DC Workstream Lead
PMO / Governance Board	People Board	Asset Optimisation (Tech & Property) Board	Service Alignment and Improvement Board *(detail can be found on next slide)*	Finance Board	Community, Customer and Partnerships Board
Taunton Town Council	Behaviours & Culture	Property Optimisation	ECI – Service Alignment	Revenues	Creation of Local Community Networks
Legal & Democratic Services	Organisational Development	ICT Optimisation	Public Health – Service Alignment	Benefits	T&PCs: devolution
May 2022 Elections	Payroll system	SAP replacement System TBC	Adults, Health and Housing – Service Alignment	Treasury Management	Customer experience & community access
Member recruitment and induction	Senior Management Appointments		Children's – Service Alignment	Capital	Enhancing partnerships
Boundary Review	Staff Terms and Conditions		Corporate Services – Service Alignment	Audit	Digital & Accessibility
New Operating Model	TUPE			Pensions	Website
Corporate Performance	New Ways of Working			Commercial Investment	Contact Centre/telephony
Corporate Planning	Wellbeing, inclusion and Diversity			Accountancy	Information & Data Management
		Cross cutting		DC / SCC Close down	Day 1 Readiness
				Risks & Insurance	

Cross-cutting Activity ***Communications*** (Internal, external, campaigns, branding), **Procurement, Legal, Business Intelligence** (Data & Insight), **Technology**

Service Alignment & Improvement Board, Workstreams and scope

CC&DC Workstream Lead

Service Alignment and Improvement Board

CC&DC Workstream Lead

Place – Service Alignment

- **Commissioning**
- **Future Places** (strategic planning, strategic transport, highways, minerals and waste planning)
- **Green and Resilient Places** (climate, green infrastructure, AONBs, flood and water management, civil contingencies, coastal protection authority, waste)
- **Connected Places** (highways, transport, digital, rights of way,)
- **Prosperous Places** (economic development, big developments, trading standards, skills, town centres)
- **Places for communities** (libraries, registration services, heritage)

CC&DC Workstream Lead

Health and wellbeing – Service Alignment

- **Public Health**
- **Commissioning**
- **Trading Standards?**
- **Community safety**

CC&DC Workstream Lead

Adults – Service Alignment

- **Families**
- **Integrated Care System**
- **Intermediate Care**
- **Hospital Team**
- **Learning & Disability**
- **Older People**
- **Mental Health**
- **Commissioning**

CC&DC Workstream Lead

Children's – Service Alignment

- **Families**
- **Children's ops**
- **Commissioning**
- **Early Years**
- **Education & skills**
- **SEND Improvement**
- **Corporate Parenting**

CC&DC Workstream Lead

Corporate – Service Alignment

- **Business change / Transformation**
- **Communications**
- **Policy & performance**
- **Business Intel (data & insight)**
- **Commercial & Procurement**

District Council Services (non-cross-cutting), to be aligned to workstreams / boards

- Development control, Building control
- Street scene, parks, open spaces
- Parking
- Port authority and harbour management
- Licensing
- Tourism
- Crematoria
- Cultural and arts services
- Leisure
- Environmental health
- Housing & homelessness
- Others TBC

Note: this is not a proposed organisation structure

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