

Together we are delivering your

# New Somerset Council

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**Local Government Reorganisation  
Programme Director Update – Dr Carlton Brand**

**LGR Joint Committee  
17 Dec 2021**



# Programme Director Update

## Programme activity and delivery in the last 6 weeks

1. Structural Change Order (SCO) update
2. Communications
  1. Internal
  2. External
3. Product definition
4. Work plans and milestones
5. Sub-workstream resourcing
6. Pilot Local Community Networks (LCNs)
7. Quality assurance delivery partner operational
8. Benefits management
9. Performance scorecard
10. Risk management
11. Change control approach
12. Checkpoint gateway to enter delivery phase
13. Key activities next period (Dec–Feb)

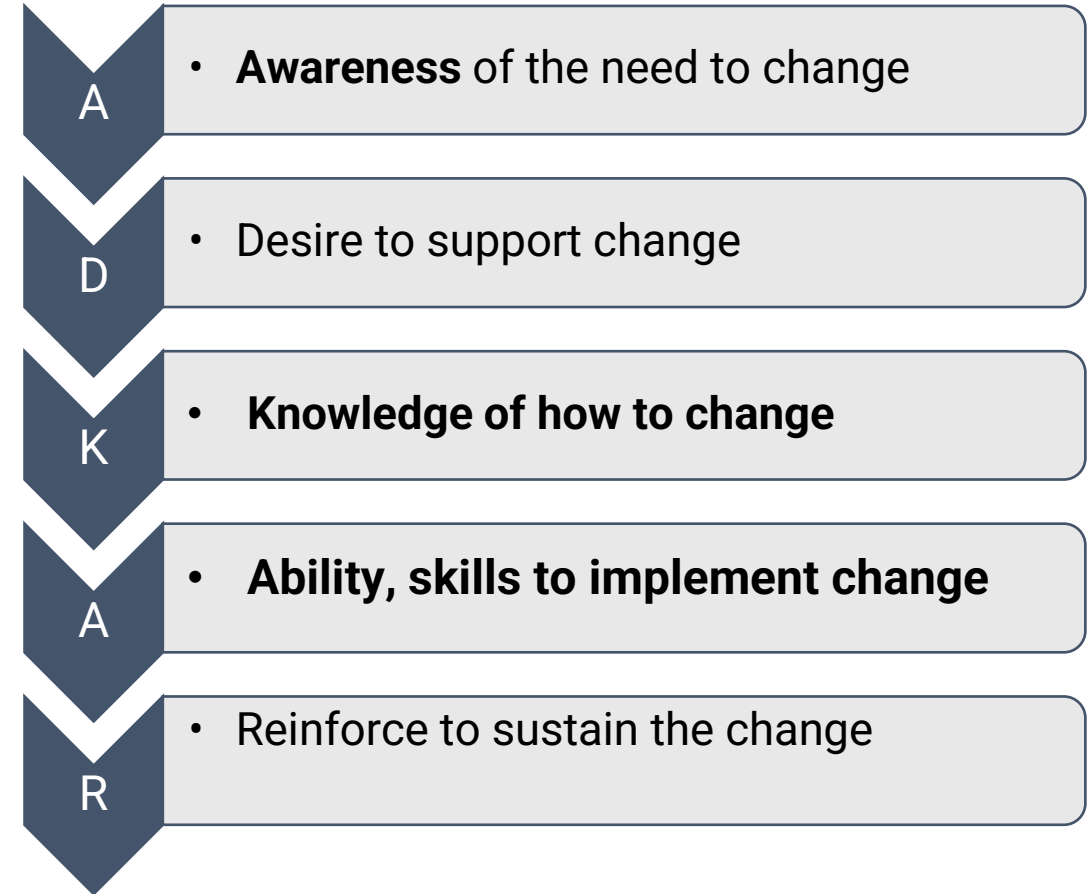
# Structural Change Order (SCO) Update

- DLUHC update:
  - Elections confirmed to take place in May 2022, on existing division boundaries but with 110 elected members.
  - The new Council will be called Somerset Council
  - The new Council will be a “continuing authority”
  - For the period between the Order being approved and the first elections to the unitary council, an Implementation Executive is to be the transitional decision making body with a membership of nine members (County Leader, 4 county members and 4 district leaders)
  - An Officer Implementation Team will be required, led by the SCC Chief Executive, including four district Chief Executives, along with SCC’s Monitoring Officer, S151 Officer and LGR Programme Director
- Parliamentary approval expected to be completed February-March 2022.

# Internal Communications

Current priorities:

- **Intranet** – single portal for all information enabling synchronised distribution across five councils
- **Leadership alignment** – all directors to be engaged in message development
- **Transition timeline** infographic and FAQs
- **Comms aligned with people change** to deliver change strategy using ADKAR methodology



# External Communications

- **Website launched**

[www.newsomersetcouncil.org.uk](http://www.newsomersetcouncil.org.uk)


- **Advisory Board meetings**

- **Press and broadcast media**

- **Contact email address**

[info@newsomersetcouncil.org.uk](mailto:info@newsomersetcouncil.org.uk)

Together we are delivering your  
**New Somerset Council**



The banner features a background image of a group of people walking in a field. The text is overlaid on the image. In the top right corner, there is a hamburger menu icon. The main headline reads 'Together we are delivering your New Somerset Council'. Below the headline is a white downward-pointing chevron icon. The text below the chevron states: 'The Government has confirmed that Somerset's five councils will be replaced by a single council delivering all council services to communities in the county.' A smaller line of text follows: 'Somerset's County and District Councils are now working together to deliver the new council for Somerset that will bring together existing council services. The five councils will also work with partners, City, Town and Parish Councils and residents to create a new council which delivers for everyone.'

Together we are delivering your  
**New Somerset Council**

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What happens now?

The new council will officially come into being in April 2023. Until then your services will continue to be provided by the four District Councils – [Mendip](#), [Sedgemoor](#), [Somerset West and Taunton](#) and [South Somerset](#) along with [Somerset County Council](#).

[The original proposal for the new council can be found here](#). This proposal was approved by the Secretary of State in July 2021.

# Product definition

- Work stream leads have defined their 'products' for delivery by Vesting Day
- Deadline 30<sup>th</sup> November 2021
- Total number of products: 1100 across 6 work streams
- Work under way / completed to define
  - Priority products: must, should, could or won't have by Vesting Day
  - Benefits (cash and non-cash)
  - Dependencies
  - Risks
  - Resource requirement to deliver (people and budget)
- Validated by formal checkpoint review – Dec/Jan

# Work plans and milestones

- Required for each product to show how and when it will be delivered and by whom:
  - Deadline 30<sup>th</sup> November 2021
  - Benefits, risk and dependencies being identified
  - Captured by formal recording and reporting arrangements:
    - Workbooks
    - Scorecards
    - Reporting to Joint Committee and other forums
- Also to be validated by formal checkpoint review Dec-Jan

# Sub-workstream resourcing leads

Currently, the programme consists of:

- 6 work streams
- 74 sub- work streams
- 71 sub- work streams have lead managers in place (one each from District and County)
  - 3 yet to be to be allocated



# LCN Pilots

## Wincanton, Bruton & Castle Cary Area LCN

- Initial discussions took place with Wincanton, Burton and Castle Cary pulse surrounding rural parishes. ***Health and Wellbeing is the agreed pilot theme.***

## Bridgwater Asset & Service Devolution Pilot

- Initial discussions taking place to define scope of pilot

## Frome Area LCN – Children, Young People and Families

- Second LCN pilot meeting with Frome Town Council and surrounding Parishes took place on 15 November
- Beginning to identify potential priorities, including around transport, access and mental health support
- Reviewing evidence and data to clarify priorities and provide baselines for outcomes
- Next steps to bring partners on board, including schools - stakeholder mapping exercise
- Linking with district and county colleagues
- Securing shared ownership of LCN meetings, e.g. Chair can rotate

# LCN Pilots

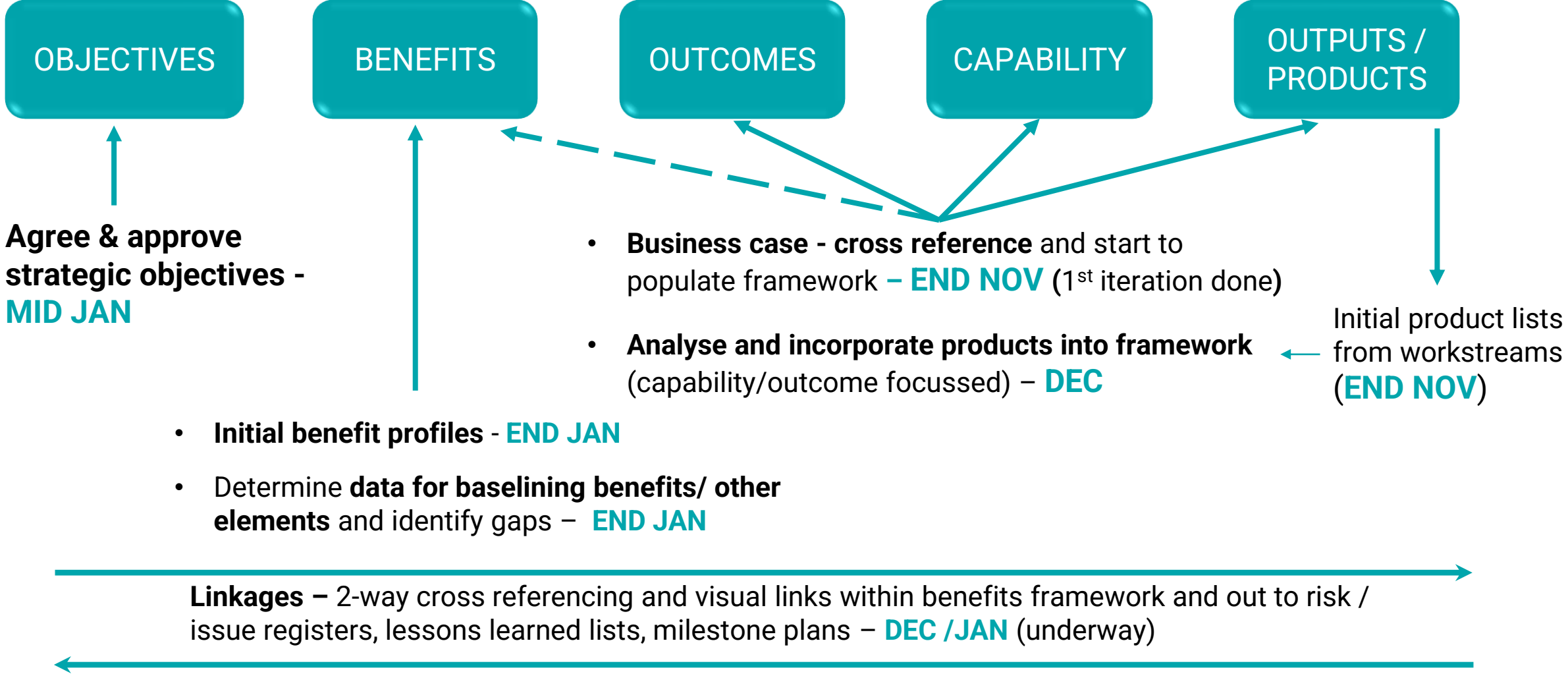
## **Exmoor Area LCN – local highways and street scene**

- Members of the Somerset Local Government Reorganisation (LGR) Programme Team spent 3 days visiting parishes in the Exmoor County electoral division in order to better understand the opportunities for improvement expressed by residents in this area.
- Summarised below are the main themes identified through analysis of parish feedback as well as proposals for how this pilot can test new ways of working.
  - Communication
  - Programme of planned and reactive works
  - Discretionary local highway works
  - Discretionary budget
  - Asset Information
  - Highway Steward Scheme – draft specification
  - Next Steps

# Quality assurance and delivery partner operational

- PwC appointed November
- Appointed to provide independent quality assurance, guidance, advice and critical friend support to the LGR programme for the programme.
- Early work to ensure quality of:
  - Work stream product list definitions
  - Work stream work plans
  - Benefits planning, management and realisation: cash and non-cash
  - Risk management framework and registers
  - First checkpoint review in December/January
- Priority areas after that to progress development of essential day 1 requirements:
  - Early definition of the target operating model (TOM) for the new council
  - Customer platform: digital, face to face and other channels' to ensure quality and consistency

# Benefits management



# Performance scorecard - initial reporting framework

- LGR programme delivery and oversight
  - Focus on resource, time, cost and quality plus risk, issues, change control and benefits realisation.
  - Exceptions /escalation to ensure leadership assurance and timely intervention where it is needed.
  - Reporting into governance including Joint Committee & Joint Scrutiny Committee
- Will also be used as the basis for member and public engagement
- First reporting period January 2022 and will develop as the programme does
- Review monthly

# LGR ASSURANCE REPORTING – Proposed Flow and Feeds

Escalations in line with Programme tolerances

## Joint Committee

**6 Weekly**

PMO  
QA

**Reporting period + 2 weeks**

Programme Summary based on latest position and data

## Programme Board

PMO  
QA

**Reporting period + 1 week**

RECEIVE FINAL Top-level Scorecard

## Steering Group

PMO  
QA

**Reporting period + days**

RECEIVE DRAFT top-level Scorecard

## Workstream Boards

Each workstream board RECEIVE summary workstream scorecard of sub-workstreams within their theme– (6 scorecards in total)

**@end of reporting period**

## Sub-workstream leads

RECEIVE updates on projects and products

PRODUCE sub-workstream report– 1 monthly report per sub-workstream – progress narrative

Benefits

Budget

Automated aggregation of data: 6 into 1  
Programme Team analysis

Workbook

# Risk management

- One shared view of all programme risks, integrated into the day-to-day activity across the programme.
- Transparency and confidence re. mitigating actions and timely closure
- Integrated risk register to identify, manage and report risk:
  - Programme risks (on today's agenda)
  - Work stream risks
  - Project risks
- Escalate risks through programme governance
- Regular and transparent monitoring

# Change control process

- Essential to manage any changes to planned resource, time, cost and quality and their impact on benefits delivery, whether expected or unexpected
- “Uncontrolled Change” is a risk to delivering large programmes
  - Use of tolerances for agreeing change, and escalation through the governance where appropriate
  - Impacts will be clearly understood and mitigations agreed
  - About opportunities as well as risk
- Recognise the cumulative impacts or aggregated effects of change
- Change Control framework under development
- Change Control process on Joint Committee forward plan for 4<sup>th</sup> February 2022



# Gateway 1 assessment - proceed to implementation

## Purpose

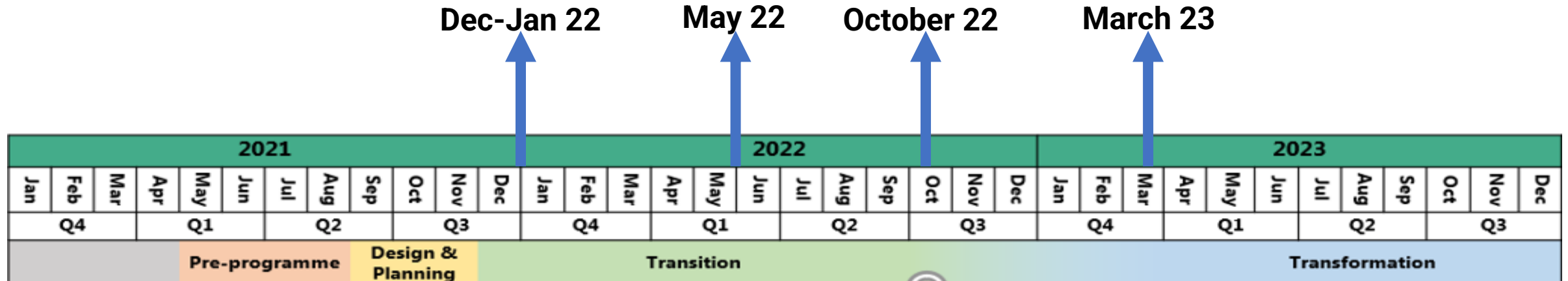
- A critical tool for programme quality
- Demonstrate that the programme is robust and managed rigorously
- To monitor progress and provide intervention if and where necessary
- Opportunity to identify good practice which can be shared more widely
- Critical role for PwC as quality assurance delivery partner

## 2 stage review

- 1) Initial high-level review, findings and recommendations to Joint Committee today
- 2) Deep-dive and detailed assessment to Joint Committee in February

## It will review:

- Progress against early Workstream Priorities (Product & Workplans)
- Programme organisation & resourcing
- Risk Management
- Benefits Management
- Stakeholder engagement and Communications
- Whether the programme can proceed into delivery stage – what are the risks / mitigations?



# Key activities next period

- Transition from design and planning phase into delivery phase
- Complete checkpoint review and act upon findings
- Agree new council Target Operating Model (TOM)
- Detailed assessment of benefits, risks and dependencies
- Evaluation of early LCN pilots and application of lessons learned
- Continued work on draft LCN boundaries
- Town and parish conference February 17, 2022
- Progress of SCO towards Parliamentary approval March 22
- Increased communications and engagement with residents, partners and staff
- Ramp-up of overall numbers of staff on the programme
- Detailed election planning and delivery for May 2022