Together we are delivering your
New Somerset Council

Local Government Reorganisation Joint Scrutiny Committee
Thursday 27 October 2022
2.00 pm Luttrell Room - County Hall, Taunton

To: The Members of the Local Government Reorganisation Joint Scrutiny Committee

Cllr S Buller, Cllr T Butt Philip, Cllr M Chilcott, Cllr B Crow, Cllr T Deakin, Cllr B Filmer (Chair), Cllr P Ham, Cllr B Hamilton, Cllr C Inchley, Cllr M Lithgow, Cllr D Mansell, Cllr P Maxwell, Cllr H Prior-Sankey, Cllr D Rodrigues, Cllr J Roundell Greene and Cllr B Smedley

All Somerset County Council and District Council Members are invited to attend meetings of the Somerset Local Government Reorganisation Joint Committee.

Issued By Scott Wooldridge, Strategic Manager - Monitoring Officer, Somerset County Council - 19 October 2022

For further information about the meeting, please contact Jamie Jackson jajackson@somerset.gov.uk or Clare Rendell clare.rendell@somerset.gov.uk

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers

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AGENDA

Item   Local Government Reorganisation Joint Scrutiny Committee - 2.00 pm Thursday
            27 October 2022

Public Guidance notes contained in agenda annexe

1   **Apologies for Absence**

         To receive Members' apologies.

2   **Minutes of the Previous Meeting** (Pages 9 - 16)

3   **Declarations of Interest**

         Details of all Members' interests in District, Town and Parish Councils can be
         viewed on the Council Website at
         [County Councillors membership of Town, City, Parish or District Councils](#) and this
         will be displayed in the meeting room (Where relevant).

         The Statutory Register of Member's Interests can be inspected via request to the
         Democratic Service Team.

4   **Public Question Time**

         The Chair will allow members of the public to ask a question or make a statement
         about any matter on the agenda for this meeting. These questions may be taken
         during the meeting, when the relevant agenda item is considered, at the Chair's
         discretion.

5   **Summary of LCN Consultation**

         To receive a verbal update from the LCN Project Lead Officers.

6   **LGR Programme Update** (Pages 17 - 18)

         To receive a presentation from the LGR Programme Director.

7   **Devolution of Assets** (Pages 19 - 30)

         To receive a presentation on the emerging approach for devolution of services and
         or assets.

8   **Risk Register** (Pages 31 - 50)

         To receive a presentation on the Risk Register.

9   **Work Programme** (Pages 51 - 52)

To review the work programme for the Committee.

10   **Any Other Urgent Items of Business**

The Chair may raise any items of urgent business.

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Guidance notes for the meeting

1. **Council Public Meetings**

   The former regulations that enabled virtual committee meetings ended on 7 May 2021. Since then, all committee meetings need to return to face-to-face meetings. The requirement is for members of the committee and key supporting officers to attend in person, along with some provision for any public speakers. Provision will be made wherever possible for those who do not need to attend in person including the public and press who wish to view the meeting to be able to do so virtually.

2. **Inspection of Papers**

   Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at democraticservicesteam@somerset.gov.uk or telephone 01823 357628.
   They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers.
   Printed agendas can also be viewed in reception at the Council offices at County Hall, Taunton TA1 4DY.

3. **Members' Code of Conduct requirements**

   When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: Code of Conduct

4. **Minutes of the Meeting**

   Details of the issues discussed, and recommendations made at the meeting will be set out in the minutes, which the Committee will be asked to approve as a correct record at its next meeting.

5. **Public Question Time**

   If you wish to speak, please contact Democratic Services by 5pm 3 clear working days before the meeting. Email democraticservicesteam@somerset.gov.uk or telephone 01823 357628.

   Members of public wishing to speak or ask a question will need to attend in person or if unable can submit their question or statement in writing for an officer to read out.

After entering the Council building you may be taken to a waiting room before being taken to the meeting for the relevant agenda item to ask your question. After the agenda item has finished you will be asked to leave the meeting for other members of the public to attend to speak on other items.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been agreed. However, questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered.

At the Chair's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total (20 minutes for meetings other than County Council meetings).

You must direct your questions and comments through the Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish.

If an item on the agenda is contentious, with many people wishing to attend the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, to three minutes only.

In line with the council's procedural rules, if any member of the public interrupts a meeting the Chair will warn them accordingly.

If that person continues to interrupt or disrupt proceedings the Chair can ask the Democratic Services Officer to remove them as a participant from the meeting.

Provision will be made for anybody who wishes to listen in on the meeting only to follow the meeting online.

6.   **Meeting Etiquette for participants**

- Only speak when invited to do so by the Chair.
- Mute your microphone when you are not talking.
- Switch off video if you are not speaking.
- Speak clearly (if you are not using video then please state your name)

- If you're referring to a specific page, mention the page number.
- Switch off your video and microphone after you have spoken.
- There is a facility in Microsoft Teams under the ellipsis button called turn on live captions which provides subtitles on the screen.

7. **Exclusion of Press & Public**

If when considering an item on the agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, ask Participants to leave the meeting when any exempt or confidential information is about to be discussed.

8. **Recording of meetings**

The Council supports the principles of openness and transparency. It allows filming, recording, and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting.

Please contact the Committee Administrator or Democratic Services on 01823 357628 or email democraticservicesteam@somerset.gov.uk if you have any questions or concerns.

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LOCAL GOVERNMENT REORGANISATION JOINT SCRUTINY COMMITTEE

Minutes of a Meeting of the Local Government Reorganisation Joint Scrutiny Committee held in the John Meikle Room, The Deane House, Belvedere Road, Taunton, TA1 1HE, on Friday 30 September 2022 at 10.00 am

Present: Cllr B Filmer - SCC (Chair), Cllr B Hamilton - SSDC (Vice-Chair), Cllr S Buller - SWT, Cllr T Butt Philip - SCC, Cllr M Chilcott - SCC, Cllr T Deakin - SCC, Cllr C Inchley - MDC, Cllr D Mansell - SCC, Cllr H Prior-Sankey - SCC, Cllr B Smedley - SCC, Cllr P Ham - MDC, Cllr M Lithgow - SWT, Cllr B Crow - SDC and Cllr Betty - SDC

Other Members present: Cllr F Purbrick, Cllr L Leyshon and Cllr V Keitch

Other Members present on Zoom: Cllr J Roundell Greene, Cllr M Lovell, Cllr A Kendall, Cllr D Darch, Cllr L Trimnell, Cllr S Wakefield and Cllr Loretta Whetlor

13   **Apologies for Absence** - Agenda Item 1

An apology was received from Councillor Diogo Rodrigues, who was substituted by Councillor Anthony Betty.

Councillor Jo Roundell Greene would be joining the meeting via Microsoft Teams.

14   **Minutes of the Previous Meeting - to follow** - Agenda Item 2

The minutes of the LGR Joint Scrutiny Committee meeting held on 19 August 2022 were approved.

15   **Declarations of Interest** - Agenda Item 3

The Committee noted the details of the personal interests of all Councillors present already declared in relation to their membership of County, District, Town and Parish Councils.

16   **Public Question Time** - Agenda Item 4

Mr N Hall, a resident in Somerset, provided the following statement to the Committee: -
Good morning. My name is Nick Hall. I live in Pilton, near Shepton Mallet. You will recall that I have spoken at the last three LGR Scrutiny meetings. I was elected as a Parish Councillor in May.
The saga with Mendip District Council's irregular approach to Licensing continues:
The Premises License for the Pilton Party (PRL767) has a mandatory condition that requires the event organiser to forward, to the Council, a certificate from the ticket printer. This condition helps ensure that the attendance does not exceed 7,999 - which is a prerequisite for public safety.
We asked to see the certificate, but MDC told us that they only had sight of it. Our concerns about the discharge of this mandatory condition were ignored.

I raised our concerns at MDC's Cabinet meeting on 5 Sept 2022 and posed the straightforward question: could the CEO and his staff start resolving issues rather than avoiding them?

The CEO's reply clearly showed his unwillingness to seek resolution of this simple issue. Moreover, he clearly understands that by not asking for this certificate he is preventing it from coming into the public domain.

I am astonished that he is effectively condoning the breach of a mandatory Premises License condition. This condition is clearly enforceable – he just needs to write a letter to the event organiser asking for the certificate.

I had assumed that the 2003 Licensing Act required all mandatory conditions to be complied with. However, after reading MDC's Licensing Policy (section 3.8) and their Corporate Enforcement Policy it is far from clear that Mendip District Council sees mandatory conditions as mandatory.

In about six months, the New Somerset Council will inherit these issues. Will it see mandatory Premises License conditions as mandatory?

The Chair thanked Mr Hall for his comments and for attending the meeting. He advised Mr Hall that he needed to direct his comments to his local district council and their licensing department for further action.

17   **Programme update (including Community Governance Review for the Unparished Area of Taunton: progress update and PwC Assurance Report)** - Agenda Item 5

The LGR Programme Director, Alyn Jones gave a PowerPoint presentation updating the Committee on the LGR programme, covering the following matters: -
   − Programme overview, strategic objectives, progress
   − PwC Monthly feedback report for July and August 2022
   − Activity during February

The Committee discussed the presentation, and the following was a summary of the areas raised: -
   • Clarification was requested on the term 'recast' mentioned on page 11 for Budget Milestones.
     The LGR Programme Director advised that the budget for the Local Government Reorganisation (LGR) had been cast when the business case was pulled together, this meant that some money had been put into this year and next year's budget for redundancy as there was uncertainty as to when the money would be needed. Recast meant that the budget may need to be moved into a different year once the redundancy costs were known.
   • Councillors queried point 3 on Contracts and when was the work completed and how many high contracts were due to end soon or could be extended.
     The LGR Programme Director advised that all the contracts were now known across all five councils and that they had all been centralised to enable work to be carried out on efficiencies. High contracts were not yet known but he was happy to bring the information to a future meeting.
   • Clarification was requested on point 5 for Capital Investments.

2

The LGR Programme Director apologised for the language used in the report, asset optimisation was a name given for one of the workstream groups. He further explained that he wanted to ensure there was a good grasp of investments so that they were not impacted by vesting day.

- Councillors raised concern on the delay to tier 2 and 3 appointments and the impact that would have on the rest of the staff. They queried how long the delay would be and what was being done to address the concerns.
  The LGR Programme Director advised that the staff structure was the responsibility of the Head of Paid Services, who started in his role on 3 October 2022. His first task would be to meet with the Executive to discuss how to move forward with staffing and tiers 2 and 3 were important for the delivery of the project.

- Councillors highlighted service alignment and the importance for vesting day to ensure certain services had been aligned. They queried which services would be aligned first.
  The LGR Programme Director advised that service alignment was a key area that was feeling the pressure of 'business as usual' (BAU) demands, which was causing a delay in the work. He assured councillors that more programme support had been put into place to track resource to enable service alignment. He further advised that the PWC report had identified that without a structure in place, there could be issues moving forward with the project. However, a target model had been put in place to provide a guide.

- Councillors queried the table on Asset Optimisation of Property on page 15 and how were officers ensuring that the project was not compromised.

- Councillors queried why there had been an increase in product numbers in July and August and why some were under-resourced.
  The LGR Programme Director advised that the increase in number of products was due to every task being allocated a product number to ensure that it was tracked within the programme. He further advised councillors that if a product did not have enough resource, it should be identified by a workstream, which are managed by senior members of staff, who would ensure BAU and LGR work could be carried out and they would need to flag a concern if they required extra resource.

- Councillors requested further clarification on some of the acronyms used in the report.

- Councillors queried how fragile was manning the programme coming up to annual leave during the festive season and also sick leave during the cold and flu season.
  The LGR Programme Director advised that if IT was not manned properly (for example), it would impact on the project, so therefore leave needed to be strictly managed. Fragility was being assessed continuously and that work was being carried out in stages to minimise risk of work being done in one 'big hit'.

- Councillors queried whether the comment on page 21, with regards to the programme stage and legal position and medium-term financial plan (MTFP), were of concern.
  The LGR Programme Director advised that the PWC comments were to ensure that the significant budget gap was addressed.

- Concern was raised that councillors had not seen the culture of the New Council through any of the LGR work yet.
- Councillors queried when the committee would see how public interactions would work and what the front facing image of the New Council would look like.
  The LGR Programme Director advised that work on the culture of the New Council was done through the Executive and would form part of the Corporate Plan. Most of the other work would start once vesting day had arrived and would be completed gradually due to the significance of the work, this meant that it could not be completed prior to vesting day.
- Councillors queried how would the MTFP be protected.
- Councillors requested reassurance on governance arrangements mentioned on page 19.
- Councillors queried a comment made by PWC on Change Management Resource.
  The LGR Programme Director advised that he had mobilised change management resource to ensure that from day 1 of the New Council, officers would know where to work and how to login etc. He further advised that general capacity of the LGR Programme was a constant monitored challenge and he had asked PWC for more specific details on where they had identified risk and concern.
- Councillors requested update on cashable and non-cashable benefits.
- Councillors requested a work programme for the LGR Joint Scrutiny Committee, and that the cashable and non-cashable benefits be added to that.
  The LGR Programme Director advised that a work programme was being produced and could be customised based on requests from the committee. He advised he would be happy to give members a briefing on cashable and non-cashable benefits.
- Councillor Leyshon gave reassurance that the new Chief Executive was definitely starting work on 3 October 2022 as he had completed all of his statutory duties with his former Authority. She also advised that she had asked for a timeline for where reports would go to committee from now until vesting day.

The LGR Joint Scrutiny Committee agreed the following actions: -
- The Work Programme for the LGR Joint Scrutiny Committee would be distributed.
- Details on acronyms would be provided and better use of them within reports would be ensured by officers.
- A briefing on cashable and non-cashable benefits would be given to members.

18 **Risk update (including feedback from recent Scrutiny Review)** - Agenda Item 6

The Risk Manager, Angela Farmer, gave a PowerPoint presentation on the LGR Risk Register.

The Committee discussed the presentation, and the following was a summary of the areas raised: -

- Councillors raised concern on MTFP.
  The Risk Manager advised that it had been flagged as a concern
- Councillors highlighted page 38 and Engagement of Parish Councils and requested that officers ensured that all Parish Councils were included especially those in rural areas.

The LGR Joint Scrutiny Committee noted the presentation.

19 **Local Community Networks: consultation update and review** - Agenda Item 7

The Local Community Network (LCN) Project Lead, Sara Skirton, gave a PowerPoint presentation which provided an update on the LCN and progress to date, which included a breakdown of the consultation questions for the Committee to provide feedback.

The Committee discussed the presentation, and the following was a summary of the areas raised: -
Aims - which were important
- Councillors agreed that all 4 aims that had been listed were important.
- Councillors raised concern on the delay in the LCN consultation papers being distributed. They raised a further concern that due to the death of Queen Elizabeth II, some Parish Councils were not due to meet again before the consultation deadline.
- Councillors proposed that the consultation deadline be extended to November 2022.
  The LCN Project Lead advised that they could feed that back to Executive for a decision.
- Councillors suggested that all the Parish Councils could be written to and advised that if they were not due to meet until after the deadline (because of meeting cancellations), that their feedback would still be accepted.
- Councillors accepted the concern raised, however, they queried what the impact would be if the deadline was extended.
  The LCN Project Lead accepted that there was a challenge for the Parish Councils to submit their responses, however, officers were due to take the report to Executive on 16 November 2022 and there would be a lot of data to analyse, and a risk was identified if they extended the deadline, the analysis could be rushed and officers would rather get the details right when they take the report to Executive.
- Councillors advised the committee on what the Parishes in their area were doing and he believed they would submit their responses within the deadline.
- Councillors highlighted that the consultation deadline was not the 'end date' it was simply the beginning of the process and there would be many more opportunities for feedback on the LCNs.
- Councillors queried whether the 171 responses would be broken down into which area the response had come from in the district, as they wanted to ensure that support was being given to those areas that might be struggling to submit their feedback.

5

The LCN Project Lead advised that they could get the geographical locations for the responses and would check if there were any locations that were missing responses. She further advised that all councillors should have been sent a 'frequently asked questions' pack for assistance in completing the consultation.

- Councillor Keitch highlighted the Parish Conference that was due to take place on 4 October 2022 in Yeovil and urged representatives from all councils to attend.
- Councillors queried whether it was just Parish Councils responding or had many members of the public submitted feedback.
  The LCN Project Lead advised that public engagement seemed to be fair but that other stakeholders would probably have a bigger interest.
- Councillors flagged a concern that the Unparished Area of Taunton was often missed out in consultations.
  The Governance Specialist advised that the Taunton Charter Trustees acted as consultees for the Unparished Area of Taunton. The LCN Project Lead advised that they had worked with SPARK to compile a list of community organisations to consult with.
- Councillors highlighted that they needed to work together to add strength to a community.

Possible Responsibilities of LCNs
- Councillors suggested community scrutiny of council services was important and should be added.
- Councillors raised concern that Parish Councils didn't seem to understand the possible responsibilities and how the LCNs would work.
- Councillors believed that there should be a standard set of Terms of Reference for each LCN but that their priorities might vary from area to area.
- Councillors raised concern on the inclusion of Planning to the LCN workloads.
  The LCN Project Lead advised that the Planning responsibilities needed further investigation.
- Councillors raised concern on Planning decisions being made by the LCNs and suggested that the LCNs should be consultees and not decision makers.
- Councillors raised a concern that the public were not being listened to and that the list was very dry for public involvement.
- Councillors agreed that Planning should be removed from the list.
- Councillors highlighted that the list was in 'council speak' and wouldn't translate to most.
- Councillors highlighted that the list was aspirational and that councillors needed to know how the LCNs would work, including decision making powers, before responsibilities could be allocated.
- Councillors highlighted the trial LCNs being carried out currently across the county.
- Councillors raised concern that the LCNs were adding another layer in localism which would block decision making powers.

Boundary
- Councillors raised concern on some of the areas proposed especially possible exclusions of some small areas that would be just across a border.

6

- Councillors advised that he was confused by the whole process of the LCNs.
  The LCN Project Lead advised that they needed to ensure that the right partners were included to engage and make decisions and that the pilot schemes were trying to see which approach worked best.
- Councillors raised concern on the bigger areas being used due to varied interests across the wider areas.
- Councillors suggested that the boundaries should be based on partner structures, such as, doctors, police etc.
- Councillors suggested that the smaller the areas, the better the engagement would be. If the areas were too big, it could be problematic.
- Councillors queried if a boundary review was carried out, would the boundaries change for the LCNs.
  The LCN Project Lead advised that it was unknown as the boundary review was a couple of years away.
- Councillors did not support Proposal C.
- Councillors were surprised that the Exmoor Pilot Scheme had not been used in the report.
- Councillors queried whether all parishes could attend a LCN.
  The LCN Project Lead advised that they could all attend.
- *Councillors agreed with all comments made on the use of smaller areas and that would improve community engagement.*

20 **Exclusion of the Press and Public** - Agenda Item 8

Resolved that under Section 100A(4) of the Local Government Act 1972 the public be excluded from the next item of business on the grounds that it involved the likely disclosure of exempt information.

21 **Confidential item New Council Branding** - Agenda Item 9

The SCC LGR Communications Lead Officer, Chris Palmer, gave a presentation on the branding for the New Council.

Discussion was had on the work that had been carried out on the branding and councillors thanked officers for the work

22 **Re-admittance of the Press and Public** - Agenda Item 10

23 **Any Other Urgent Items of Business** - Agenda Item 11

The LGR Programme Director, Alyn Jones, gave the committee an update on the Community Governance Review for the Unparished Area of Taunton.

(The meeting ended at 1.20 pm)

7

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Together we are delivering your

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Programme Update: verbal update and response to PwC programme observations

Alyn Jones

MENDIP DISTRICT COUNCIL

Sedgemoor Creating Opportunity

SOMERSET County Council

Somerset West and Taunton

South Somerset District Council

August PwC Summary Observations

PwC Observation	Response under way or planned
The programme needs to bring together the key products of the MTFP, Activity Analysis and LGR workstreams with the development of the TOM.	• LGA Mini-Peer Review on LGR delivery, day 1 readiness, readiness for beyond day 1, and LCN development: tentative 7-9 December. • Work is being progressed to analyse the feedback from Activity Analysis, support MTFP and develop the TOM. This will require ongoing oversight and input from Programme Board, Implementation Board and Workstreams as well as by Council services. • Activity Analysis interpretation and validation work under way: staff workshop complete, Workstream workshop tomorrow • LGR Workstream role in developing MTFP • Working group developing critical content for day 1 TOM in line with Executive steer (coordination is key) • PMO are working with PwC to review QA and ensure we can deploy some support to TOM. • Informal reference group for leads for MTFP, TOM, service standards, organisation structure and Council Plan
Attention must be paid to the cumulative impact of the change management actions across the programme	• Agreed, Programme Board has agreed to review/be notified of all Programme changes. • Change control embedded in programme management and potential/actual changes and missed milestones visible/identified at Programme Board and at least fortnightly by Workstreams through 8-week forward look. • Monthly PMO-led QA with each Workstream • People side of change: significant effort put into this to understand change required, and how to achieve them (change readiness and adoption)
The current programme structure has been in place for nearly 12 months should this be reviewed?	• Whilst the programme is considered fit for purpose, amendments to the meeting structures have been made to free up capacity and focus on collaborative workshops. Any further changes will be a result of discussions with Programme Board.
A level of grip must be expected of workstream leads by the programme.	• More time has been made available to Workstream Leads to meet with their respective teams: greater level of programme accountability is pushed out to Workstreams. • Weekly communication to Workstreams and Sub-Workstream on the rolling programme plan. • Fortnightly requirement for Workstream overview of programme milestones and delivery. Use of available data and "hands-on" approach encouraged. • Note that a principle of the programme is transparency and sharing of information and concerns. All staff, regardless of role, are encouraged to share concerns (and ideas), and this is embodied in escalation routes within Workstreams, scorecard and programme
There is an ever-increasing risk around capacity and capability of sub-workstream leads to deliver their products to meet key milestones.	• Noted, steps have been taken at the programme level support Workstreams (staff release, prioritisation and mutual aid) and regular risk management reviews. This includes ensuring Programme Board have information they need to act. • Risks / issues around resourcing have been dealt with throughout the life of the programme, including monthly reporting and escalations • Need for a contingency plan for winter absence/sickness identified. To be actioned.

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Emerging approach - Devolution of Services and/or Assets

Key points for discussion from Joint Scrutiny:

- *Options*

- *Phased approach*

- *Alignment with MTFP*

- *Recommendations*

MENDIP DISTRICT COUNCIL

Sedgemoor Creating Opportunity

SOMERSET County Council

Somerset West and Taunton

South Somerset District Council

Objective & Approach

Services

Assets

The objective is to develop a framework and prospectus for the devolution of services and / or assets to city, town and parish councils. To allow greater control at a local level and better place shaping.

Timeline: 3-to-4-year programme

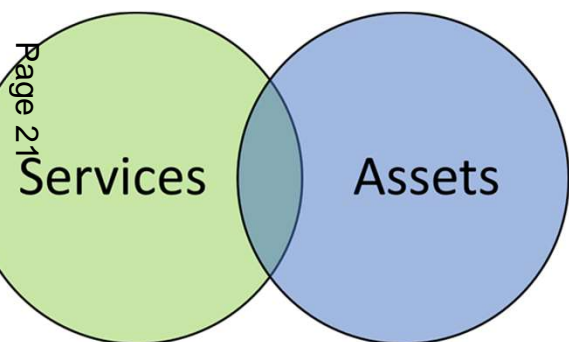The Phasing Approach (P.E.A) sets out a proposed structured devolution programme for services and / or assets.

Phase 1 - Planning and Development : Until Vesting Day
Phase 2 - Engagement and Review: 2023 / 2024 (could take longer depending on complexity of additional pilots and to enable learning)
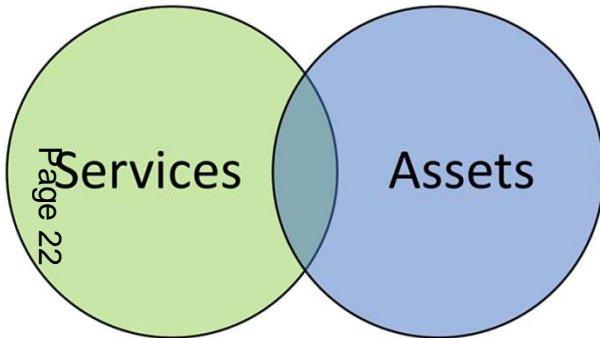**Phase 3** - Action: 2024 / 2025 / 2026

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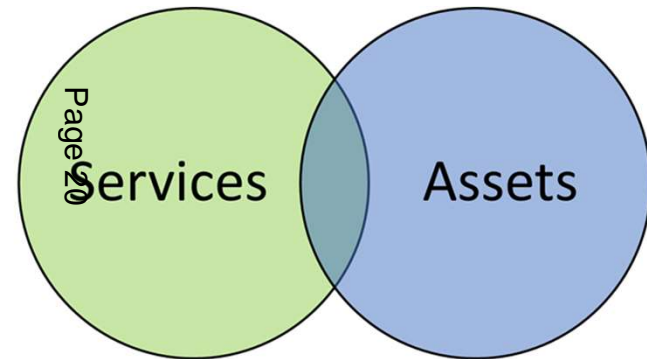
Cross Cutting Workstream Products

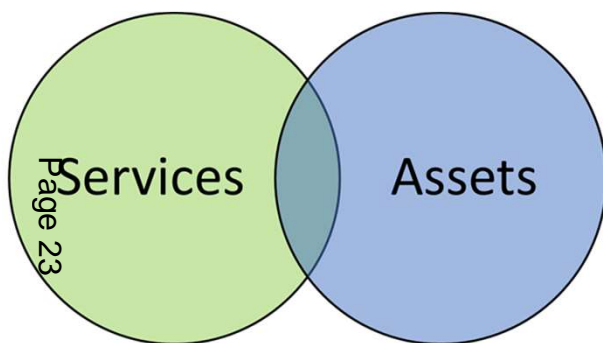| Workstream	Product
Service Alignment Workstream	Waste & Neighbourhood Services devolution of services
Asset Optimisation Workstream	Strategic approach to service and asset devolution defined and agreed, process / framework for engagement, discussion and progression of asset transfers / licences / leases to third tier / community sector developed with clear guidance for communities town and parish councils
Asset Optimisation Workstream	Strategic approach to service and asset devolution defined and agreed, process / framework for engagement, discussion and progression of asset transfers / licences / leases to third tier / community sector developed with clear guidance for communities town and parish councils
Suggested Revised Product	To create a single framework, prospectus and phased approach for the Devolution of Services and / or Assets for Somerset Council that is aligned and takes into account the emerging MTFP.

Services

Assets

Together we are delivering your

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Key Principles

Services   Assets

Devolution of services and/or assets should;	i. be resilient over time
	ii. have honest conversations from the outset: achieving/delivering more may cost more or be unrealistic
	iii. have transparency in monitoring impacts and lessons learnt
Devolution should have clear benefits to the community	i. Service improvement business case: how will it deliver desired benefits to the community and manage risks
	ii. Does the proposal help deliver the vision for the area
	iii. Financial and asset management plans: how will it be sustainable
	iv. Services and buildings should be well governed and compliant with all relevant legislation (e.g. equalities, health and safety)
Devolution must align with strategic priorities of the new Somerset Council	i. Certain assets may be needed for statutory service delivery and those of strategic or financial significance
	ii. Somerset Council will need to maintain viable and efficient services and may have contractual constraints
	iii. Asset / service devolution must reflect the climate emergency and align with the councils MTFP
Our approach should be co-produced:	i. Consultation with customers and communities: using the LCN's as an effective forum: ensuring we work to deliver what communities want/need
	ii. Engagement with staff and communities of interest impacted by any proposals may be necessary
	iii. Framework and prospectus will be developed in liaison with representatives of City, Town and Parish Councils

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Options

Services | Assets

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Options: Phasing	
Do Nothing	The option of having no devolution offer is not recommended. This would undermine a key deliverable of the One Somerset Business Case.
Full Devolution Offer (by Vesting Day)	The products to deliver are not clearly understood. There is an acknowledgment in the LGR Programme and most stakeholders that to deliver a full devolution offer from Vesting Day, would be intensive, complex and unrealistic.
Phased Devolution Offer	This is the recommended approach and has been described within this report under the 'Phased Approach' section. This enables the Programme to deliver a key part of the One Somerset Business Case but managed within existing constraints.
Options: Financial Alignment	
Retain 'cost neutrality'	Continue with current wording and messaging without taking account of MTFP pressures
Remove references to cost neutrality and replace with 'financial sustainability' or similar	Ensures alignment with MTFP but also recognises that asset and service devolution must be sustainable for city, town and parish councils too, albeit without the potential interpretation (or expectation) that services will come with full funding. The reality of this approach will need to be consistently presented at a programme and political level as well as being embedded in the emerging prospectus and framework.

# Phase 1 – Planning and Development

Services / Assets
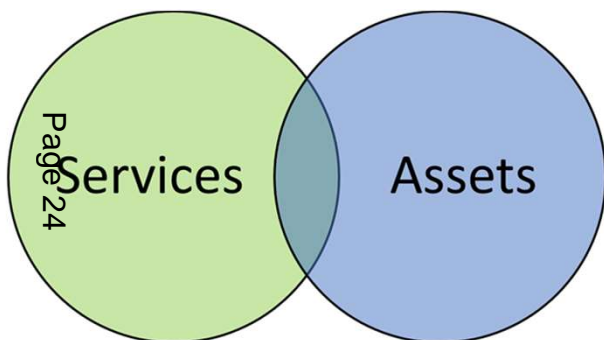
In this phase the focus is on developing the framework, MTFP Review, engaging with city, town, and parish councils and learning from the Bridgwater Town Council pilot.

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To continue the existing legacy service devolution arrangements in place until vesting day and to learn from any challenges and issues from any current arrangements
To continue with the place-based pilot with Bridgwater Town Council including Gateway Review to identify lessons learnt for overall approach
To develop a draft framework (the 'how') / prospectus (what is on offer) and business case toolkit / support (assessment form for city, town and parishes)
Strategic review of prospectus e.g. discretionary services, strategic assets
To engage with city, town, and parish councils on the 'Approach'   • Parish Conference / forums to provide clarity on timeline and approach.   • To suggest limited pilot/theme offerings for consideration in 2023/2024 following the options within the draft framework (influencing and monitoring etc).
TUPE arrangements have been completed for Somerset Council before considering devolving any services and/or assets
To agree the governance process and resource for the Devolution of Services and/or Asset project pre / post Vesting Day and implement within new structure
Embed the approach to devolution with the MTFP process and redefine "cost neutrality" and "financially sustainable".
Create an outcome focussed 'Prospectus' informed partly by MTFP savings review.

Phase 2 – Engagement and Review

Services | Assets
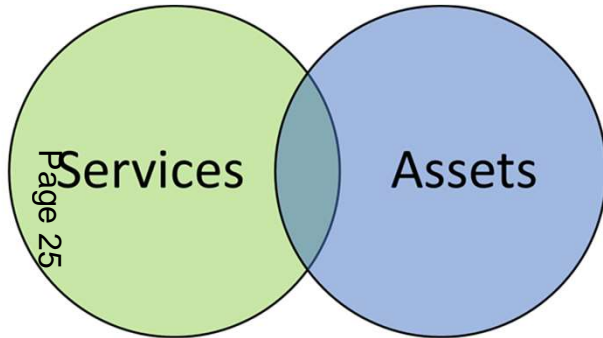
In this phase the focus will be on developing further pilots, thematically and/or geographically based, where there is greatest potential for community benefit and to understand any challenges / difficulties from city, town, and parish councils. The approach to the second round of pilots will be influenced by financial realities, political priorities and available capacity.

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| |
|---|
| To adopt the devolution of services and/or assets framework, prospectus, and business case toolkit – learning from the Bridgwater Pilot and engagement session(s). |
| Dedicated resource to support delivery of the service to be in situ under a directorate structure |
| To pilot further services and / or assets using the adopted framework
➢ Expressions of interest to a finite number of further thematic or geographical pilots based on the established process.
➢ Implement MTFP proposals where devolution to communities is possible and has community benefit and political support |
| Review and update of offers within the prospectus to check they are viable in light of the pilots learning and MTFP |
| Obtain Formal sign off for the final framework / prospectus and toolkit |
| Key route of engagement, but not devolution itself, through LCN's. |

Phase 3 – Action
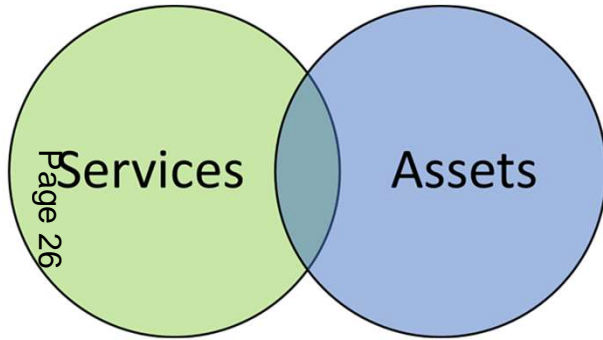
Services   Assets

This phase is to provide a wider roll out services and assets to city, town, or parish councils, where applicable, through LCN's and the dedicated resource.

Following the approval of the agreed framework roll out the offer to all other city, town, and parish councils across Somerset

To provide support to take up the devolution offer through,
- Online guidance and toolkit
- LCN's as a key engagement vehicle
- Dedicated resource team support

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Governance: Pre-vesting Day

Services | Assets
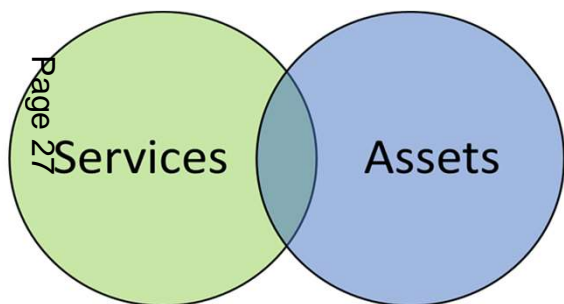
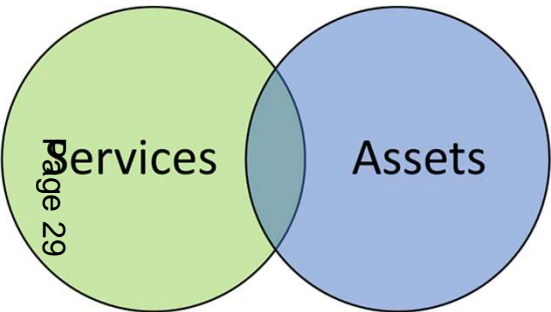| Project Support	Key Officers	Lead
To support the Key Officers to deliver the overarching Product	**Cross cutting working group of key officers from various workstreams** • **To agree approach** • **To agree framework** • **To agree prospectus** • **To review pilot** **Meetings: Fortnightly with Project Support**	**To work with the key officers to coordinate and deliver the overarching Product** **To obtain approval from various Boards/steering groups for Approach, Framework, Prospectus, and Pilot Review.** **Meeting: Monthly with Key Officers and PH**

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Dependencies

Services / Assets
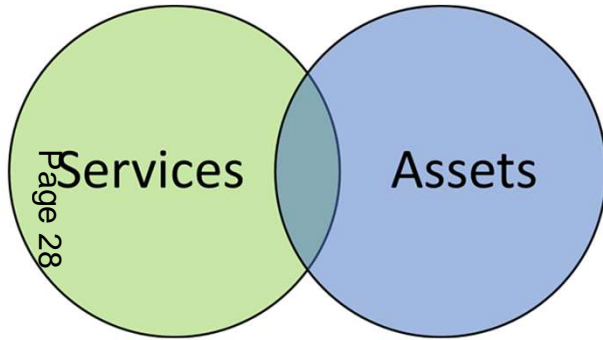
| Dependency	Issues to consider
Legal	Capacity to support the project
Finance	MTFP alignment / budgets (the Council is not in a position to recklessly devolve assets and/or services with a challenging MTFP activity to be undertaken)
Asset / Property Management	Capacity to support the project
Various service functions	Capacity and clarity on direction
LCN's	Not currently embedded to support the drive through City, Town and Parish Councils.
HR (affected staff)	TUPE arrangements Council Structure still emerging
Administration	**Corporate Priorities for the new Council are still emerging**
City, Town and Parish Council	**Capacity and capability to take on potential complex or higher risk services**

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Key Risks

Services   Assets

Risks are scored using a 5x5 risk matrix

Cause	Risk	Impact	Risk Score
MTFP Alignment	Project delayed or not delivered	Long term financial savings targets not realised at an early opportunity. Devolution opportunities not fully explored due to time pressures to secure savings e.g. 'fire sale'.	16
Mismatch of expectations	Offerings and timescale of delivery do not meet the expectations of Stakeholders	Confusion and lack of clarity to all Stakeholders. Increased timeline for delivery. Stakeholders become disengaged.	16
Resource Capacity	Project delayed or not delivered	Long term financial savings targets not realised at an early opportunity. Stakeholders become frustrated or disengage.	16
City, town and parish councils do not have the ability (legally or financially) to take on services	Services are not devolved	Statutory Services continued to be provided by Somerset Council. Discretionary Services may not be continued by Somerset Council. Impacts the budget gap. Stakeholders become frustrated or disengage.	16
Communities are taking on services unprepared and unsupported	Failure to work in Partnership	Fail to successfully devolve services. MTFP Targets are not met.	16

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Recommendations

Services Assets
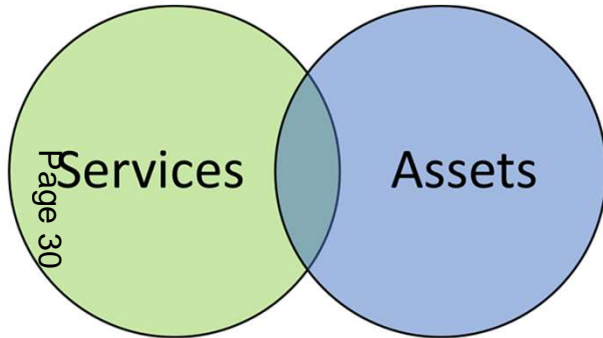
1	To agree a phased devolution, offer as set out in the 'Phased Approach' section of this report including the key principles
2	To agree to develop the proposed alignment between MTFP and service / asset devolution while acknowledging the need to balance financial and political priorities.
3	To agree the project team and governance pre-vesting day
4	Obtain support from LGR Joint Scrutiny with recommendations on to Implementation Board.
5	Undertake a gateway review for the Bridgwater pilot to understand the lessons learnt to date, refocus, and re-energise the pilot to enable further learning and inform the framework, prospectus, and toolkit.
6	Continue to engage with other Councils and organisations to understand any lessons learnt.
7	Agree that the approach to Taunton Town Council devolution sits outside the framework.

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LGR Joint Scrutiny Committee

27th October 2022

Angela Farmer

Ask of LGR Joint Scrutiny Committee

1. To note the updates to the register

2. To note the changes in scoring of risk for the programme

3. To scrutinise the current risks on the register

4. To review narrative around risks 11 and 12

5. Determine what risks the Committee want to focus on at the next meeting

Key points for discussion:

1. Update since the last report to committee

2. LGR Joint Scrutiny Dashboard review

3. LGR Joint Scrutiny considerations

4. Review of risk 11 and 12 narrative

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Risk Update

Changes to the register since the last report

Ref	Risk description	New/closed/change	Comments
24	There is a risk that legacy councils may make spend commitments that adversely affect implementation and benefits delivery	Close	Risk was closed as mitigated by S24 direction
	The risk of the 5 councils overspending on the 22/23 budget and having to use reserves	New	Replacement for risk 24, awaiting mitigation
358	The risk that the process of appointments to T2/T3/T4 roles could result in an employment claim if process is not followed properly	New	

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Risk Matrix – update

Following requests from both SCC Audit Committee and LGR Implementation Board, the risk matrix has been review to a straightforward 5x5 matrix, as set out in the next slide

The revised risk register, with revised scores can be seen at the end of the presentation

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Risk Matrix – 1ST October 2022

	Minimal 1	Limited 2	Moderate 3	Significant 4	Catastrophic 5
5 Certain >75% chance	5	10	15	20	25
4 Probable 1 to 75% chance	4	8	12	16	20
3 Possible 26 - 50% chance	3	6	9	12	15
2 Unlikely 6 - 25% chance	2	4	6	8	10
1 Remote 0-5% chance	1	2	3	4	5

IMPACT (B)

Direction of Travel

The same committees also requested that a direction of travel indicator was added to the register so that Members could see movement of the risks on the register

Descriptor	Meaning	Measurement
Red Arrow	Risk increasing	Changes made to score or residual score increased
Amber Arrow	No change	No actions being delivered or residual score remains the same
Green Arrow	Risk reducing	Actions being delivered or residual score reduced

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Scrutiny of programme level risks

- In order to scrutinise programme level risks, the following overview has been created giving a one page review of programme level risks that give the committee a snapshot of the risks with a residual likelihood score of either certain, probable or possible on the basis that these are the risks that have the likelihood of remaining not fully mitigated as at 1st April 2023

- LGR Scrutiny are therefore asked to:

    1. Are the risks sufficiently clear to understand what the risk to the programme is

    2. Taking into consideration the actions as set out in the register, are the Committee satisfied that there is sufficient actions being undertaken to reduce the residual score

    3. Are there any other risks that the Committee would expect to see on the register

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LGR Joint Scrutiny Committee – 27th October 2022

Number of programme level risks 19
(Finance 3, People 6, SA1 3, CCP 2, PMO 5)

The following risks have a residual likelihood score of either certain, probable or possible

Ref	Risk description	Residual likelihood score
10	There is a risk of a significant budget gap for new Somerset Council in 2023/24 when districts and County budgets combine, significantly impacting the financial stability of the new Council	Certain
12	Loss of staff from County and District Councils deemed essential to programme delivery	Probable
13	Unforeseen emergency or business continuity interruption or rising tide situation that requires staff to be directed from day job into incident response	Probable
11	The risk that there are insufficient people resources to implement LGR programme and deliver the approved business case	Possible
14	Loss of opportunity to align public and VCSE services to new operating model and outcomes as defined in the business case	Possible
15	Failure of the workstreams/projects to achieve their expected financial benefits as described in business case	Possible
22	The risk that delivery of ICS implementation is not effectively joined-up with LGR implementation	Possible
23	The risk that non-delivery or late delivery of key LGR products that other workstreams are dependant on	Possible
25	The risk of BAU activity within the Councils is impacted by stretched staff resources balancing LGR and BAU work	Possible
27	Uncontrolled change to the scope of the LGR programme	Possible
111	The risk of overspend on the £16.5m LGR implementation budget	Possible
228	Lack of a decision around contracts that are reaching the end of their life between now and April 2024	Possible
309	The risk that there is insufficient capacity to manage the people side of change	Possible

Risks for further scrutiny

Risks 11 and 12 – People workstream

Re f	Risk Description	Impact on programme	Inherent score	Controls and actions	Residual score
11	The risk that there are insufficient people resources to implement LGR programme and deliver the approved business case	• Programme not delivered to quality, time and cost • Non-cash and cash benefits not delivered • Delays in the delivery of the Business Case objectives or compromised quality Unmanageable workloads on staff	20	• Early definition of resource requirements (capability and capacity) as part of gateway • Validation of 1 with PwC as QA partner incorporating lesions learned from previous LGR programmes • Resource shortfalls to be raised to five CEOs to address • Interim labour arrangements to be defined as a fall back plan. • Dedicated LGR Programme Manager (in post from Jan '22) • PwC as quality assurance partner in place from Dec '21. • 17 February 2022 agreement to fund additional PMO, project specific and subject matter expertise to the programme. • Mutual aid process in place • Monthly scorecard resource identification	9
12	Loss of staff from County and District Councils deemed essential to the programme deliver	• Delays in the delivery of the Programme implementation plan • Additional cost of resourcing eg temporary labour • Knock-in impacts to BAU service delivery • Insufficient level of experience and expertise to deliver the new council operations	20	• Use of interim staff • Redeployment • Recruitment Protocol • Staff engagement to support development of culture (building on existing culture) throughout the lifetime of the programme • Mutual Aid process agreed • .Analysis of staff on fixed term contracts to 31/3/23 • Explore mutual aid • Appointment of Chief Executive for SCC and new Council agreed by Full Council end of July 2022 • Working on T2/T3 appointments	16

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People risk 11 and 12 – narrative

Ref	Description	Narrative
11	The risk that there are insufficient people resources to implement LGR programme and deliver the approved business case	Overall resourcing to the programme has remained stable with controls mitigating the risk, a small number of sub workstreams currently report inadequate resourcing that is being carefully monitored at programme level and escalated for action where required. Tier 2 & 3 appointments processes will secure staff to posts, with draft structures having now been shared with Programme Board for comment. The risk remains real, however, with pressure on resources due to demands on staff who are balancing priorities across the LGR with BAU responsibilities, alongside working through the MTFP.

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People risk 11 and 12 – narrative

Ref	Description	Narrative
12	Loss of staff from County and District Councils deemed essential to the programme delivery Recruitment Protocol document: Microsoft Word Document	The Recruitment Protocol restricts recruitment outside of 'exempt posts' (those that require continued recruitment due to service demands and shortage professions e.g. planning, environmental health, social care, public health). Job evaluation requests will also be restricted from 1st November. Mutual aid is explored as part of recruitment protocol. The Recruitment protocol and list of exempt posts can be seen here (include link to Rec Protocol) The Chief Executive now being in post will enable more stability for staff, bringing clarity on strategic direction for key areas of the programme, including the high level organisational structure which has now been shared with Programme Board. TUPE consultation is intended to start in early November, messages to staff on timing and sequencing of restructuring will be communicated. This will lead to greater certainty for staff and mitigate the risk of staff being lost from key delivery roles. This is being enabled by strong, embedded programme communications, with communications leads assigned to all workstreams to ensure key messages are shared. The latest staff survey also shows positive improvement against the ADKAR methodology, which indicates that staff feel better prepared for moving through to the new authority than previously. Day 1 change readiness work is also underway to ensure that business and services readiness impacts are fully captured and understood. A Culture Navigator network has been established to strengthen ongoing staff engagement around the development of culture, and staff views captured through culture workshops are being used to shape strategies for the new organisation.

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LGR Joint Scrutiny - 8th December 2022

1. Are there any specific risks that the Committee would like to look at specifically at the next meeting

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Risk register as at 10th October 2022

The following give the full detail of the current LGR programme risks

Programme Level Risks - workstream: Finance | Date: September 2022

Ref	Risk description	Impact on the programme (effect(	Inherent score	Controls/Actions	Residual score	Comments
10	There is a risk of a significant budget gap for new Somerset Council in 2023/24 when districts and County budgets combine, significantly impacting the financial stability of the new Council	• Inability to set a balanced budget • Reductions in service budget and levels	20	• Finance and asset protocol across 5 councils • S24 Notice from DHLUC effective May 2022 • Budget monitoring processes in the 5 councils • Establishment control processes (People) • Development of 22/23 baseline budget for new Council, to provide basis for the development of MTFP for new Somerset Council and 23/24 budget (	20	
15	Failure of workstreams/projects to achieve their expected financial benefits as described in business case	• Lack of achievements of promised overall programme benefits • Programme does not meet stakeholder expectations • Inability to set a balanced budget	16	• Robust benefits realisation plan in place • Early modelling / forecasting of cash-benefits • Monitoring through programme reporting framework including escalation and intervention • Dedicated LGR Programme Manager in post • Tranche 1 products agreed • Work on Tranche 2 products started	12	
26	The risk that the back-office ERP (Enterprise Resource Planning) system not sufficiently implemented to support the new authority	• Inability to pay invoices, raise invoices, and monitor spending during the year	16	• 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 • Reports to formal steering group	8	

	Programme Level Risks - workstream: Service Alignment			Date: September 2022		
Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
228	Lack of a decision around contracts that are reaching the end of their life between now and April 2024	• Reduction in service levels	20	• Engage with finance and procurement sub workstreams to ensure that decisions are made that allow sufficient time to put contracts/arrangements in place and to mobilise.	9	
13	Unforeseen emergency or business continuity interruption or rising tide situation that requires staff to be directed from the day job into incident response.	• Inadequate resources in project delivery • Lack of management capacity • Reallocation of programme or existing council resources to support response and recovery	16	• 1. Create and maintain a Business Continuity Plan (BCP) for the LGR Programme (signed off by Programme Board) including: • Engagement with Workstreams to develop the BCP, • Engagement with Somerset Local Authorities Civil Contingencies Unit to ensure alignment with wider BCP arrangements across the programme and 5 councils, • Internal comms to ensure awareness and buy-in for BCP, • Desktop test of BCP. (Resource constraints have delayed completion of this piece of work however more staff have been approved for PMO)	12	
22	The risk that delivery of ICS implementation is not effectively joined-up with LGR implementation	• Failure to deliver programme to agreed time, cost and quality. • Failure to deliver expected benefits. • Missed transformation opportunities	9	• Understanding of interdependencies incorporated into LGR work plans and must haves • Adequate staff resource across both programmes with appropriate capabilities and capacity to address the work	9	

Programme Level Risks - workstream: People						Date: September 2022
Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
12	Loss of staff from County and District Councils deemed essential to the programme delivery	• Delays in the delivery of the Programme implementation plan • Additional cost of resourcing eg temporary labour • Knock-in impacts to BAU service delivery • Insufficient level of experience and expertise to deliver the new council operations	20	• Use of interim staff • Redeployment • Recruitment Protocol • Staff engagement to support development of culture (building on existing culture) throughout the lifetime of the programme • Mutual Aid process agreed • .Analysis of staff on fixed term contracts to 31/3/23 • Explore mutual aid • Appointment of Chief Executive for SCC and new Council agreed by Full Council end of July 2022 • Working on T2/T3 appointments	16	
11	The risk that there are insufficient people resources to implement LGR programme and deliver the approved business case	• Programme not delivered to quality, time and cost • Non-cash and cash benefits not delivered • Delays in the delivery of the Business Case objectives or compromised quality Unmanageable workloads on staff	20	• Early definition of resource requirements (capability and capacity) as part of gateway • Validation of 1 with PwC as QA partner incorporating lesions learned from previous LGR programmes • Resource shortfalls to be raised to five CEOs to address • Interim labour arrangements to be defined as a fall back plan. • Dedicated LGR Programme Manager (in post from Jan '22) • PwC as quality assurance partner in place from Dec '21. • 17 February 2022 agreement to fund additional PMO, project specific and subject matter expertise to the programme. • Mutual aid process in place • Monthly scorecard resource identification	9	
25	The risk that BAU activity within the Councils is impacted by stretched staff resources balancing LGR and BAU work	• Reduced capacity to deliver non=LGR activity to required quality • Reputational harm to existing and new councils • Loss of staff owing to workload/disruption to services • Staff wellbeing	20	• Recruitment protocol • Staff engagement at local level • 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 • Mutual aid process in place • Monthly scorecard resource identification	9	

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
309	The risk that there is insufficient capacity to manage the people side of change	• Where programme outcomes and benefits results are dependent on collective, proficient adoption of new ways of working	16	• 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	
103	Agreement not reached with Trade Unions on pay scales/terms and condition for new Council staff	• Employer and Trade Union cannot reach agreement	6	• Consideration of plan B if agreement cannot be reached, including utilising Somerset CC terms and conditions	4	
358	The risk that the process of appointments to T2/T3/T4 roles could result in an employment claim if process is not followed properly	• Reputational damage • Cost implications for the new council • Confidence levels of other colleagues in the appointment process to the new council	16	• 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	12	

Programme Level Risks - workstream: People

Date: September 2022

			Programme Level Risks - workstream: Customers, Communities and Partnerships			Date: August 2022	

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
14	Loss of opportunity to align public and VCSE services to new operating model and outcomes as defined in the Business Case	• Reduced financial and non-financial benefits • Poor relationship between partners and new authority • Transformational opportunity lost, delayed or reduced • Negative impact on cross-cutting outcomes for communities • Reputational damage for new council	16	• Complete partner and stakeholder mapping exercise (CCP) • Targeted engagement with all strategic partners (CCP) • Effective ongoing communications with all stakeholders about LGR programme and its objectives (Comms) • Effective LCN's • Services thinking about the relationship with the public and VCSE in design and delivery (SA) • Ensure LGR Advisory Board remains inclusive, transparent and accessible (CCP) • Stakeholder management plan(s) for critical products and across workplans (CCP) • External communications on purpose and benefits of the LGR programme (Comms) • Senior officer engagement with VCSE and partners (CCP) • Use of customer panel to hear voice of the public and users (CCP)	12	
19	Design/products to create new unitary council will not have the community as the central focus in the design of the new operating model	• Organisational culture is not community focused • Insufficient partnership working • Poor outcomes for communities • Failure to deliver planned business case benefits	12	• Programme and workstream checkpoint review criteria • Ensure LGR Advisory Board remains effective, inclusive, transparent and accessible (PSG) • Embdoy 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	8	

Programme Level Risks - PMO				Date: September 2022		
Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
27	Uncontrolled change to the scope of the LGR programme	• Failure to deliver the new council to agreed time, cost and quality. • Failure to deliver agree financial and non-financial benefits. • Missed transformation opportunities for the new authority • Impact on capacity of teams to manage and deliver the programme: rework, wasted effort and reduction in shared understanding of programme priorities and required activity	12	• Programme Implementation Manual outlining decision-making tolerances and purpose of change control • Current Programme governance arrangements: PMO, Programme Steering Group and Programme Board to identify • Change control process in place • Strong communication within the programme within the programme promoting adherence to guidance around change control, benefits realisation and risk • Quality assurance of workstream reporting • Robust scrutiny of programme through LGR Implement Board and LGR Scrutiny	9	
29	Inter-dependencies between workstreams not managed effectively	• Inability to deliver cross-cutting products successfully and therefore benefits not realised	12	• 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 (Date: ongoing)	6	
23	The risk that non-delivery or late delivery of key LGR products that other workstreams are dependant on	• Missed opportunities • Siloed working • Failure to deliver key products • Delays in workstreams and ultimately the programme • Re-engineering of solutions/rework required	20	• 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 prrgammes • Dedicated LGR programme managers in post	12	

Programme Level Risks - PMO | Date: September 2022

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
21	The risk that the LGR programme negatively impacts service provision and improvement activities of Children's services and Adult Social care	• Performance of service for vulnerable adults negatively impacted • Poor external perception of quality of services • Potential Government intervention	12	• Strong communication within the programme • Adherence to project guidelines around Change Control, Benefits realisation and risk. • Horizon scanning • . Cross-cutting involvement of senior managers across workstreams in particular Service Alignment and Improvement • Quarterly reporting to Programme Board • PMO engagement and participation with Integrated Care System Governance • Modelling of interdependencies between programmes, reflected in respective plans • Active consideration within the emerging Target Operating Model • Consideration of a review of Governance of CSC and ASC • Ongoing comms with the service • Experience gained from other councils going through LGR taken into consideration in approach	6	
111	The risk of overspend on the £16.5 m LGR implementation budget	• Higher than anticipated LGR programme costs and redundancy payments • Reduction to reserves and longer payback on the Business Case	16	• 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	12	

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LGR Forward Plan for Joint Scrutiny Committee

Updated on 18 October 2022

Alastair Higton

Purpose of presentation

- To note the Tranche 1 product decision points, lead-in meetings and forward plans for Joint Scrutiny Committee

- To note that some decision points are subject to confirmation

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Agenda item 9

Joint Scrutiny: Forward Plan

27 October 2022
- Asset and Service Devolution Strategy
- Updated Implementation Plan and Strategic Objectives
- LCNs

8 December 2022
- Target Operating Model
- LCNs
- Information Governance (CCP)
- Fees and Charges
- HRA 30 Year Business Plan
- Housing Rent Policy
- Council Plan

19 January 2023
- Council Plan
- Unitary Council Governance
- Customer Strategy
- Digital & Inclusion Strategy

3 Feb 2023
- MTFP 23/24 Budget, Tax and Rent
- Treasury Management, Capital and Investment Strategies
- Non Treasury Investment Strategy

TBC
- Partnership Strategy
- Asset Management Plan and Policy Framework
- A New Structure for the New Council
- People Strategy
- Climate Emergency Strategy

Together we are delivering your
New Somerset Council