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New Somerset Council

Local Government Reorganisation Joint Scrutiny Committee

Thursday 8 December 2022

2.00 pm

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

Cllr B Filmer (Chair), Cllr B Hamilton (Vice-Chair), Cllr S Buller, Cllr T Butt Philip, Cllr M Chilcott, Cllr B Crow, Cllr T Deakin, Cllr P Ham, 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 – 30 November 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 8 December 2022

****Public Guidance notes and LGR Glossary contained in agenda annexe****

1 **Apologies for Absence**

To receive Members' apologies.

2 **Minutes of the Previous Meeting of the LGR Joint Scrutiny Committee (Pages 15 - 20)**

To note the minutes of the previous meeting of the LGR Joint Scrutiny Committee, circulated within the agenda.

3 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils can be viewed on the [Council Website](#)

The Statutory Register of Member's Interests can be inspected via request to the Democratic Service Team. Any new or updated declarations of interest will be received.

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 **LGR Programme Update**

6 **New Council Plan (Pages 21 - 34)**

7 **LCN Development (Pages 35 - 44)**

8 **Risk Register (Pages 45 - 64)**

9 **Any Other Urgent Items of Business**

The Chair may raise any items of urgent business.

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 democraticserviceteam@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 democraticserviceteam@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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LGR Technical Glossary

(LGR) Advisory Forum – A group comprised of representative partner organisations and Chaired by the County Council's Executive Lead Member for LGR. The purpose of the Forum is to ensure that LGR in Somerset is delivered effectively with strong stakeholder engagement and involvement. The Forum will:

- Engage with, partners, stakeholders, and others to promote engagement with and understanding of the new authority as it develops.
- Hold public events as part of a broader public engagement plan
- Advise on the design and delivery of the cash and non-cash benefits expected from the new authority.

The Forum will have an advisory role only and no decision-making or scrutiny role.

Behaviour – Actions, habits, and practices that shape a culture. This is important because of the different ways the new council may choose to work. New or different behaviours can be encouraged by applying principles, ideas, process, and systems.

Benefit – A benefit is what our customers, communities and colleagues can actually see and feel as a result of what we do. They should show measurable, quantifiable improvements from outcomes, capabilities, products.

Business Case – A Business Case provides justification for undertaking a project, programme or portfolio. In the context of LGR this refers to the Business Case for a single unitary authority in Somerset.

Capability – Something (service, function, operation) that enables the new council and its workforce to deliver services or improve them.

Change Control – is the process through which all requests to change the approved baseline (what we have agreed to do) of a piece of work, usually a project or a programme of work. Request for change are captured, evaluated and then approved, rejected or deferred.

Change Impact – The results of something that has been done, on people, groups, organisations as the result of a change. Change impacts should be continually identified and assessed, as they could be

negative as well as positive. Plans to reduce or remove negative impacts should be implemented and monitored.

Change Management – Change management is about understanding how people react to changes and helping them adapt and embrace new ways of working or different situations. This is important when delivering a large amount of change like a unitary council. Change management activity e.g communication, engagement, training, should be interwoven with technical work, e.g. project plans.

Chief Executive Officer (CEO) – The most senior corporate, executive, or administrative officer in charge of managing an organization. The County Council and four Districts all have a Chief Executive.

Communication – Communication is giving, receiving or exchanging ideas, information, signals or messages through appropriate media, so people or groups can learn about something, understand it, share or ask for information or to express their views.

Consequential Orders – These are laws (legislation) passed by the Secretary of State to make, to tidy up a range of legislation relating to the five Somerset Councils, so the single unitary can work effectively. It is often known as a “tidying up exercise”.

Dependency – Tasks, activities or products that require other work or decisions in order to deliver their own tasks and activities: this could relate to time, quality, or cost.

Dependency management – an important aspect of programme control, to ensure that where a workstream/product has a dependency that the impact of any delays are understood. Likewise, it is important for a workstream/product to see where there is a dependency with another product or workstream.

Engagement – Opportunities and activities that open-up dialogue to listen, seek feedback and promote collaboration and sharing of learning

Equalities Impact – Any impacts on communities protected by equality legislation. Impacts should be continually identified and assessed. Plans to reduce or remove negative impacts should be implemented and results monitored as part of delivery.

Implementation Board – Responsible for monitoring of the programme and providing advice and recommendations on its implementation to the Implementation Executive.

Implementation Executive – Responsible for ensuring that the LGR Programme is delivered and making decisions to ensure the effective delivery of the new Council. The Implementation Executive for the programme is the Somerset County Council Executive Committee, as defined in legislation.

Implementation Plan – A document required by legislation, it must contain detailed plans and timetables showing how the new unitary council will be delivered effectively.

Issue – When mitigating actions applied to a risk fail to prevent an event from occurring, resulting in an 'issue' that needs to be managed. Issues can also arise from unforeseen circumstances.

Local Community Network (LCN) – Local Community Networks (LCNs) will be part of the new Somerset Unitary Council and bring Somerset Unitary Councillors and Officers together with key partners such as Town, City and Parish Councils, Health, Police, the Voluntary Sector and local groups, as well as residents.

The elected leaders of the new Somerset Council have confirmed their commitment to LCNs, and an intention to develop the model further in consultation with residents.

Lessons learnt – Recorded experiences of what has worked well or not when undertaking pieces of work. Intended to be shared so learning is not lost either within the programme and beyond

Medium Term Financial Plan (MTFP) – A annual review of the Council budgetary position and production of a rolling 3-year plan. This plan considers the financial climate at both the local and national level together with available resources and budgetary pressures in arriving at a financial strategy and budget for the Council.

Minimal viable product (MVP) – a business term meaning a version of a product with the minimum number of features to be usable by customers. This can then allow them to provide feedback to develop and improve it over time.

Mutual Aid – An agreement between our five Councils to provide short term assistance to resolve an issue or help deliver an important activity. Most often this relates to sharing staff, but can involve office space or other things.

Objectives – Specific statements of what is intended to be achieved by a piece of work. It helps when creating vision, goals, desired states.

Outcome – The result of outputs / capabilities put into action that makes a real-world difference to people's lives.

People Side of Change – Understanding and implementing what it takes to ensure the people closest to any change are equipped, enabled, and motivated to adopt new ways of doing things. Can include council services or ways that council staff work.

Policy Framework – guides the development of policies and procedures to ensure they are both consistent and user friendly for employees.

Practice – How people apply an idea or way of doing things, in the real world.

Process – The actions or steps taken to achieve a planned result or outcome

Procurement – obtaining or purchasing goods or services, ensuring that the correct rules and procedures are followed

Product – Quantifiable goods or services (outputs) that workstreams and Project Managers will create to deliver the new council. The LGR programme uses this term.

Product list – List of the products that the programme will deliver.

Programme – defined as the coordinated delivery of multiple, inter-related activities and projects to achieve a specified outcome by a specific date.

Programme Board – The Chief Executive Officers Programme Board lead the delivery of the LGR Programme. The membership of the Board is made up of the County and District Council Chief Executive's, the LGR Communications Lead, County Council Chief Finance Officer, County Monitoring Officer, Programme Director and PMO Programme Manager.

Programme Management Office (PMO) – PMO coordinates delivery of LGR Programme and is responsible for reporting and driving the overall programme.

Programme Steering Group (PSG) – Group made up of the Programme Director, Workstream Leads, District Council Leads, LGR Communication Lead and PMO Programme Manager. Its responsibilities include collaboration to develop key products, provide assurance to the Programme Board that the programme is progressing well, and deal with challenges or issues that may arise.

Project – A project is defined as a single package of work with a fixed duration of time to deliver specified outputs on a given date. Each workstream is responsible for delivering a range of projects, which make up the programme.

Project Workbook – A single place where management and reporting information for a project. Intended to be easier to manage than a range of different documents, it is used to avoid unnecessary duplication or copying information to other documents .

Purpose – The reason why something is done or created or why something exists.

Risk – The effect of uncertainty on what we are trying to achieve. The purpose of risk management is to identify and manage the barriers to achieving our objectives. Managing risk well is critical to success of the LGR programme.

Safe and legal – The term safe and legal is used to categorise products which are deemed essential to the operation of Somerset Council on day 1. Refers to services that need to be delivered, meeting their statutory obligations. Often used interchangeably with the term "Minimum Viable Product"

Scorecard – A reporting tool used by workstream and sub- workstream leads to report on the delivery of their products which is reported up to the to the Programme Board, Joint Scrutiny Committee, Implementation Board and Implementation Executive.

SharePoint – SharePoint is a web-based collaborative platform used by all 5 councils to store, report and manage all information and documents relating to the programme. Performance and other reports (including publicly available ones) use information stored on SharePoint

Structural Changes Order – the legislation passed by Parliament which provides the legal powers to create the new unitary council. This includes its name – Somerset Council – and the day it begins operations which is 1st April 2023, or “Vesting Day”

Target Operating Model (TOM) – A Target Operating Model clearly states how an organisation will deliver its vision and corporate plans. It explains how the council and staff will work with residents and partners to deliver what the Council has decided it wants to achieve.

Tranche – The way in which the programme is broken down into specific groups of products to be delivered. Below is an explanation of the 3 levels: –

- **Tranche 1** – Delivery of products that are required on or before Vesting Day, including those essential to signalling the change to Somerset Council for our staff, Members & Customers. Also includes activity and products that enable products in tranches 2 and 3
- **Tranche 2** – Delivery of products that are important to the operation of services but that aren't critical for Vesting Day.
- **Tranche 3** – Delivery of products to deliver the longer-term benefits of a single unitary council for Somerset.

Transformation – Activity which aims to change and develop authorities to create savings or improve performance.

Transition – The period during which the new council is created.

Unitary Authority – The name for areas that have a single local authority responsible for all local government services there. For Somerset, this means a single council instead of the County and District Councils

Vesting Day – The day when the new unitary council – Somerset Council – is established and starts work, superseding the County and District “two tier” system. In Somerset Vesting Day will be 1st April 2023.

Workplan – Project plan showing milestones, activities and owners of work required to deliver the products and new council.

Workstream – How we are dividing up the programme to deliver it – based on the Business Case and agreement on “what sits where.”

Workstreams are responsible for delivering a wide range of related products. There are 6 workstreams in the LGR Programme:

- Asset Optimisation (Technical & Property)
- Communities, Customers & Partnerships (CCP)
- Governance
- Finance
- People
- Service Alignment & Improvement (SA&I)

Workstream Board – Responsible for delivery of a range of related activities. Each Workstream has a Workstream Board, jointly headed by a County and District senior manager, known as a Workstream Lead, reporting to the Programme Board

Workstream Lead – County and District senior managers tasked with leading a programme workstream.

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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 Luttrell Room - County Hall, Taunton, on Thursday 27 October 2022 at 2.00 pm

Present: Cllr B Filmer (Chair) (SCC), Cllr B Hamilton (Vice-Chair) (SSDC), Cllr B Crow (SDC), Cllr P Ham (MDC), Cllr C Inchley (MDC), Cllr M Lithgow (SWT), Cllr D Mansell (SCC), Cllr P Maxwell (SSDC), Cllr H Prior-Sankey (SCC), Cllr J Roundell Greene (SCC), Cllr B Smedley (SCC), Cllr M Lovell (SCC), Cllr J Lloyd (SWT) and Cllr E Pearlstone (SCC)

Other Members present: Cllr A Bradford, Cllr J Hunt, Cllr V Keitch,

Other Members present on Microsoft Teams: Cllr N Cavill, Cllr S Coles, Cllr H Kay, Cllr C Lawrence, Cllr L Leyshon, Cllr F Purbrick, Cllr L Redman, Cllr H Shearer, Cllr S Wakefield and Cllr M Wales

Apologies for absence: Cllr S Buller, Cllr T Butt Philip, Cllr M Chilcott and Cllr T Deakin

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

Apologies were received from Councillor Mandy Chilcott, Councillor Sue Buller, who was substituted by Councillor Janet Lloyd, Councillor Theo Butt Philip, who was substituted by Councillor Emily Pearlstone and Councillor Tom Deakin, who was substituted by Councillor Martin Lovell.

25 **Minutes of the Previous Meeting** - Agenda Item 2

The minutes of the LGR Joint Scrutiny Committee meeting held on 30 September 2022 were approved.

26 **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.

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

There had been no submissions for statements/questions received by the deadline of Friday 21 October 2022.

28 **Summary of LCN Consultation** - Agenda Item 5

The Local Community Network (LCN) Project Leads, Sara Skirton and Jan Stafford, gave a PowerPoint presentation which provided an update on the LCN consultation.

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

- Councillors queried how many of the responses were from non-parish council related organisations/individuals.
The LCN Project Lead advised that out of the 549 responses, 278 had been from Parish Councils.
- Councillors queried whether the proposal drawn up from the responses would go back for further consultation prior to the report being taken to the Executive.
The LCN Project Lead advised that it probably would not go back for any further consultation.
- Councillors queried how the reporting would work and how the Implementation Board would fit in the process.
The LCN Project Lead advised that they could take the report to the Implementation Board. The report would be taken to the Somerset County Council (SCC) Executive in November 2022, as they were the decision-making body, and would include feedback from the responses and where targeted discussions might be needed.
- Councillors queried whether the report would be taken to the SCC Full Council meeting for sign off.
The LGR Programme Director advised that the SCC Executive were the decision-making body which had been allocated by the Structural Change Order.
- Concern was raised that there would not be enough time or resources to set up the LCNs by vesting day.
The LCN Project Lead advised that was why they were keen to get the report to the November 2022 Executive meeting, to enable progress to be made. As they were aware that in other Unitary Authorities it had taken a couple of years to establish the networks and some had even carried out reviews and made changes in that time.
- Concern was raised that LCNs were reviewed because they did not work.
The LCN Project Lead advised that they were a valued necessity for a sub unitary level, to bring groups together to discuss local issues.
- Concern was raised on the delay in taking the report to Executive and that it could cause a delay in the work being carried out on the new Constitution.
- Concern was raised on the number, size and areas covered by the LCNs. Councillors believed that they should be split based on urban and rural areas, as they would have different types of issues.
- The Chair agreed that there was a lot of data to analyse, and he looked forward to future presentations with further information.

The LGR Joint Scrutiny Committee noted the presentation.

29 LGR Programme Update - Agenda Item 6

The LGR Programme Director, Alyn Jones gave a PowerPoint presentation updating the Committee on the LGR programme covering the PwC monthly feedback report for August 2022.

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

- Councillors queried what effort had been put in to understand the changes that would be made and impact officers.
The LGR Programme Director advised that work had started on being ready for vesting day but that they needed to understand what was important for officers and that a lot of the work was theoretical. He further advised that work was being carried out on ensuring the following was ready for vesting day: payroll, lanyards, branding, 'logging on', work locations and many more.

The LGR Joint Scrutiny Committee noted the presentation.

30 **Devolution of Assets** - Agenda Item 7

The Head of Law and Governance Services and Monitoring Officer from Mendip District Council, David Clark gave a PowerPoint presentation updating the Committee on the project carrying out work on the devolution of assets.

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

- Councillors highlighted that it had been a frustrating process but they thanked the officers for all their work on the trial area.
- Councillors queried why officers had changed the process to be followed.
The Head of Law and Governance Services advised that the change was based on the work carried out in the trial area.
- Councillors agreed that a phased approach was the sensible way forward.
- Councillors queried how LCNs would fit in the process as they had been mentioned.
The Head of Law and Governance Services advised that nothing would be devolved to LCNs and that they would be used to promote the process within the local areas.
- Concern was raised that if too many assets were devolved to the parish councils, it could lead to a council tax rise, as the parish councils could increase their precepts to cover the cost of the services.
The Head of Law and Governance Services acknowledged the concern, however, in other areas it had shown that when a parish council had taken on the responsibility it had improved the quality of the service for little increase in the cost of council tax.
- Councillors queried if the devolution process was open to organisations/groups other than parish councils.
The Head of Law and Governance Services advised that they had not asked any other groups if they were interested in the devolution process yet.
- Councillors queried certain services and whether the parish councils would take on the whole service or could it lead to a fragmented service with different levels of responsibility.

The Head of Law and Governance Services advised that there were a lot of options for devolution within the business case, which were all available for the parish councils to choose from.

- Concern was raised on the loss of cost neutrality within the council tax precepts.

The Head of Law and Governance Services advised that they had looked into cost neutrality very closely and wanted to ensure that they had been open and transparent about the work.

- Concern was raised on the expectation on the parish councils to take on too much responsibility.
- Concern was raised that the parish councils were setting their budgets for the 2023/34 tax year now, so they needed to know more details as soon as they were available.

The Head of Law and Governance Services agreed that the timeline was important which was why they had suggested a phased approach for after vesting day.

- Councillors agreed that officers needed to be careful with the language used within the process and that it was not simply a 'cost shunting' exercise.
- Councillors advised that the report was due to go to the Implementation Board.

The LGR Joint Scrutiny Committee noted the presentation.

31 Risk Register - Agenda Item 8

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:-

- Concern was raised on the risk for officers going through the recruitment process.
- Concern was raised on the financial risk.
The Risk Manager advised that finance officers were in constant discussions with the programme board to try and keep the score level, the Medium-Term Financial Plan was for the LGR Programme not just for SCC.
- Councillors queried what was going to happen with the office buildings going past vesting day.
The Risk Manager advised that the asset management workstream group would be looking into the options available for the office buildings.
- Concern was raised on the amount of job vacancies across the five councils.
The Risk Manager advised that the programme board were constantly reviewing the vacancies across the five councils and wanted to stabilise the structure going forward.
- Concern was raised on the timing of the TUPE consultation, and they queried what would happen to those officers who were not due to be transferred across and when would they be told.

The Risk Manager advised that the intention was to take a phased approach for majority of officers, the only officers that would not be included in the main approach would be officers within tier two and three, who were management level. Those officers would be consulted with during November 2022, the rest of officers would be consulted after vesting day.

- Concern was raised on risk eleven and that it was marked as green, but councillors were aware of insufficient resources.
- Concern was raised that there was not an officer present at the meeting from Human Resources.
- Councillors queried whether there were any district risks that had not been included.
- Councillors highlighted that the committee were to scrutinise LGR risks only.

The LGR Joint Scrutiny Committee noted the presentation.

32 Work Programme - Agenda Item 9

The LGR Programme Manager, Alastair Highton gave an update on the Work Programme.

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

- Councillors requested an update from the Human Resources department.
The LGR Programme Manager advised that he would request that an officer attend the next meeting to give an update.
- Councillors suggested that the Medium-Term Financial Plan would need to be moved to another meeting.
The LGR Programme Manager advised that it would be moved to the January meeting.

The LGR Joint Scrutiny Committee noted the Work Programme.

33 Any Other Urgent Items of Business - Agenda Item 10

There were no other urgent items of business raised.

(The meeting ended at 4.30 pm)

CHAIRMAN

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Proposed Council Plan for Somerset Council

Executive Member(s): Cllr Bill Revans -
Leader of the Council

Local Member(s) and Division: All

Lead Officer: Duncan Sharkey – Chief Executive

Authors: Tony Johnson – Strategic Manager Business Intelligence

Contact Details: tony.johnson@somerset.gov.uk

Together we are delivering your

New Somerset Council

1. Summary / Background

- 1.1** This report summarises the proposed Council Plan for Somerset Council (See appendix A) which details the strategic ambitions and direction of the authority for the term of the administration. This plan aims to give residents, businesses, and communities a transparent view of the strategic direction of the organisation and provides a focal point from which all further strategic planning and decision making can grow.
- 1.2** The plan details four overarching themes and the key focus of priorities that will deliver those themes. The plan also details a number of principles and values which will guide how the plan is to be delivered.

2. Recommendations

- 2.1.** Scrutiny is asked to review the draft Council Plan as set out in appendix A and to provide feedback where the draft plan does not meet the objectives of the business case.

3. Reasons for recommendations

- 3.1** This plan will provide a key focal point for strategic direction of the new authority and provide a transparent document for residents, businesses and communities to see the key priorities of the Council.

4. Other options considered

- 4.1.** A number of alternative themes were considered during the early development of this plan. However, these were all based on the priorities set out in the manifesto of the administration and adapted to take account of the current environment in which the council will need to operate.

5. Links to County Vision, Business Plan and Medium-Term Financial Strategy

- 5.1.** This plan provides the new vision and strategic direction for the Council. Whilst this plan does not include detailed costings it does set out that the delivery of this plan will need to be funded within the Medium-Term Financial Plan.

5.2. The Business Plan for Somerset Council will be developed following adoption of the Council Plan and this will set out in detail how the priorities within the Council plan will be delivered.

6. Consultations and co-production

6.1. Consultation on developing the draft plan has been undertaken with:

- Executive [collectively and individually]
- Combined Scrutiny Local Government Reorganisation [LGR] Committee
- Directors and strategic leads of existing Somerset Councils
- Senior Management Teams
- LGR Corporate Planning Sub-workstream
- LGR Programme Board and LGR Programme Steering Group

6.2. Additional engagement will be undertaken with Members, key stakeholders, and partner agencies in the New Year

7. Financial and Risk Implications

7.1. There are no direct financial implications to this document, as the plan itself does not deliver projects, programmes or activities. However, the ambitions within are subject to any changes to budget and funding which might affect the level of impact that can be achieved.

7.2. There are no specific risks to be linked to the Plan however failure to deliver the plan could cause reputational harm. This will be managed through consistent performance reporting and corrective management actions as set out in the Council’s Performance Management Framework.

Likelihood	1	Impact	3	Risk Score	3
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8. Legal and HR Implications

8.1. There are no legal implications to this recommendation being accepted, as this plan provides strategic direction only, however there may be future decisions in the delivery of this plan that themselves have legal implications and will need to follow the relevant processes.

8.2. The plan itself does not create any staff implications, however a key role in the delivery of this plan is that staff should be able to see how their service plans link through the Business plan to the Council plan.

9. Other Implications

9.1. Equalities Implications

The projects, programmes and activities undertaken to deliver the plan will be subject to appropriate impact assessments on an individual basis.

9.2. Community Safety Implications

Whilst this plan provides strategic direction to services within the authority, it does not have any direct implications on community safety.

9.3. Sustainability Implications

This plan details A Greener, More Sustainable Somerset as one of the key themes for the organisation and provides strategic direction for services within the authority.

9.4. Health and Safety Implications

There are no implications to Health and Safety

9.5. Health and Wellbeing Implications

This plan gives strategic direction for the authority around improved health and wellbeing, a focus on prevention and the reduction of inequalities.

9.6. Social Value

The Council Plan continues to promote building social value into the strategic direction of the authority.

Once the associated Business Plan is adopted there will be a review of the Council's Social Value priorities to ensure alignment.

10. Scrutiny comments / recommendations:

10.1. N/A

11. Background

11.1. The Council Plan sets out the overarching aims of the Council for the coming years. The plan will sit at the top of the Strategic Planning Framework for the council and its themes and priorities will flow through the Business Plan. The Business Plan will set out in more detail how priorities will be delivered, and down in to Service Plans and Individual Plans, hence enabling staff to identify how their work contributes to the Council's overall objectives.

11.2. The plan will provide a clear view on the priorities of the Council to residents,

businesses, and partners.

How the organisation will work towards delivering the outcomes of the plan will be described in the Council's Business Plan and Service Plans. The performance reporting arrangements detailed in the plan will provide the mechanism to track progress and manage delivery of the Plan Priorities.

12. Background Papers

12.1. Appendix A – DRAFT Somerset Council Plan

Appendix A - Council Plan Draft for LGR Scrutiny

Introduction from the Leader of the Council

We launch our plan for the new Somerset Council with huge ambition - love for our beautiful county, faith in its amazing people and excitement that as one council we can achieve so much more for our residents, working closely with our partners and communities.

However, we know that this plan has been prepared in challenging times – tougher than anyone currently working in local government can recall. Fourteen years of austerity has reduced the flexibility of councils to respond to residents' needs. And current economic and political trends suggest that central Government may not have the capacity to tackle our crucial long term strategic challenges, such as effective financial support for our care services or reform of our planning system.

But these circumstances make this plan even more important. It would be far too easy to let this national context define our local outcomes and descend into the blame game. This plan sets a foundation for our council and our ambition for our future.

It sets out clear priorities against which we will measure all of our policies and actions over the coming years. Woven through all our plans are four threads: a determination to tackle the impact of the climate and ecological emergencies; a commitment to developing a fairer Somerset; the compassion to make Somerset a healthier and more caring place to live; and the ambition to create a flourishing and resilient county.

Our beautiful county is at the front line of climate change and the ecological emergency. Our coastline is vulnerable, and the Somerset levels and moors are at imminent risk. We must play our role in the global solutions to our local challenges.

Developing a fairer Somerset will mean reducing inequality. Too many of our families will struggle to put food in the table and heat their homes over the coming years. We need to increase aspiration and opportunity in our schools and ensure good local jobs when young people move into adulthood.

The wellbeing of our residents is key to our ambition of a healthier Somerset. This is why our leisure and cultural services are so important to us. We also need to provide effective care for Somerset residents when they need it and alongside effective support to the family carers who play such a part in providing care.

A properly flourishing Somerset requires an enterprising and resilient economy. We understand that the only real long-term growth will be sustainable growth and we plan to become a leader in low carbon technology and energy.

We are councillors because we love Somerset. I can think of no better place to live but we want to make it better still, and better for all the people of Somerset.

SUMORSAETE EALLE!

The Opportunities of a new Council

Bringing together the experience, expertise, assets and networks from the five predecessor councils into the new Somerset Council has created an organisation that is in a stronger position to advocate for Somerset on regional, national and international platforms, as well as meeting the needs of our local communities.

We will work closely with partners to get Somerset's voice heard. We will demonstrate that this is a county that is aspirational, dynamic and will deliver on our promises.

Our single decision-making system creates a more streamlined council and will make it easier and more efficient for us to deliver services. It will be easier for members, officers and public alike to understand the full range of work that is going on across the council, avoiding duplication and gaps.

We will be more joined up in the way we work with partners. Having a single council to work with will make it easier for partners to understand our priorities and issues, they will have fewer points of contact and will hear one voice.

All of this will take time. It won't happen on day one but over the course of this Plan the new Council will focus closely on developing more unified ways of providing services to residents.

Our Vision

Our vision for Somerset Council will be our guiding beacon through the next four years.

The new Somerset Council will build a fairer, greener, more flourishing, Somerset that cares for the most vulnerable and listens to you.

This dynamic vision puts all the people of Somerset at the heart of everything we do; we will be a council that is there whenever our residents need us. The way in which we deliver our services may change, but we are committed to making all your interactions with the council easier and build trust over the coming years.

Priorities

We have developed four priorities to make our vision clearer and more meaningful. These priorities are our way of explaining what is important for us to focus on while we are transforming our new Council, while we are delivering our services and while we are planning how to improve those services. In the next section we have also set out the cross-cutting themes which are the threads that will run through everything we do.

Insert priorities diagram

A Greener, More Sustainable Somerset

An environmentally sustainable and more resilient Somerset

The Somerset Climate Emergency strategy was developed in partnership and adopted by all councils in 2020. The Somerset Council will build on the work carried out by Districts and County councils and will now address ecological issues alongside the climate emergency.

We will ensure that addressing both climate and ecological emergencies are integrated into all areas of our work, including housing and planning policies, transport, economic development and access.

Somerset is a largely rural county with invaluable diverse landscapes which include Exmoor National Park, Areas of Outstanding Natural Beauty, woodlands, the Somerset levels and moors and the West Somerset coast. These should be celebrated and accessible to everyone, as well as recognised for their economic benefits from tourism, but where we can these will be managed to protect habitats and restore biodiversity. The Council will also use its policies and voice to support and encourage others to do the same.

Working with partners and residents, the Council is one of a number of custodians of the environment. However, it is also our duty to enable provision of homes, economic development and services for current and future residents. There is frequently tension around what is appropriate development on green spaces and there is no one-size-fits-all answer to this. Each proposal will be considered on the evidence provided.

Transport is one of the key drivers of our carbon footprint. Active travel options, including walking and cycling, for local journeys and an effective public transport system that meets the needs of more of our residents will be an integral part of our climate change strategy.

Somerset is also home to a range of nationally and regionally significant historic buildings and artefacts. These will also be treated sensitively to preserve our cultural heritage for present and future generations, with an integrated approach to achieving our climate change goals.

A Healthy and Caring Somerset

We want all our residents to stay as healthy as possible, for as long as possible. Promoting wellbeing is a crucial part of our prevention strategy to help people live full and healthy lives for as long as they are able. Those that need help will look to Somerset Council and its partners to support them.

A preventative strategy underlies our commitment to the wellbeing of Somerset residents. We know that when people have good information about their health care, can access leisure facilities, open spaces, cultural experiences and social opportunities, our residents mental and physical health will thrive.

Whenever Somerset residents need support, we will make sure that they can access what they need. That might be directly from the council or in partnership with local communities or the private sector. Often the help that is provided by people from the local community is most effective, so in many cases the role of the Council is to influence the type of services that are available in each community so that they best match local needs.

We recognise and **value our unpaid carers and are committed to supporting them to maintain their health and wellbeing** so that they can continue to care for those who need them.

Somerset is a county of fantastic communities. Through the covid pandemic we saw hundreds of volunteers eager to help people in their local community. Our role is to assist those people who want to help their community and to encourage those who struggle with time or commitments to do what they can.

The **development of Local Community Networks** is key to making sure that we understand local needs and truly represent communities to give them the ability to influence the work of the council and make sure the right services are in the right places.

A Fairer Somerset

Somerset is a county of diversity. Somerset Council wants to make this a county of opportunity for all. There are massive differences in the quality of our residents' lives depending on their backgrounds. Those on the lowest incomes are more likely to struggle to pay their energy and food bills, more likely to have housing that is harder to heat and have less access to essential services. Life in these circumstances is harder and more challenging.

A priority for this Council is to do whatever we can to reduce the inequalities that cause these disparities, so that everyone in Somerset can live their lives as they choose.

To change this, we will have to make a greater effort in the parts of Somerset which are struggling the most. We'll work with communities and through the Somerset Integrated Care Partnership to get a detailed understanding of what the issues that cause such disparities are and how we will work together to make a difference.

The current cost of living crisis means that more of Somerset's children will grow up in homes that struggle to feed, clothe, and keep them warm. The differences between the lowest and average income homes are stark. We know that those who don't have a good start are more likely to continue to face difficulties throughout their lives and we are committed to working to help significantly **reduce number of children who experience poverty.**

We need our children to get an excellent education and to aspire to achieve their goals in life. Education outcomes in Somerset are not good enough, especially for children from lower income homes. All children need **access to good schools, colleges, further education, and higher education.** We want our young people to stay in, or return to, Somerset because they have the option of a well-paid, rewarding job.

The lack of affordable housing contributes to the challenges of keeping younger people within Somerset. We will continue to demonstrate leadership around the whole range of housing issues and use the skills and knowledge from a wide range of partners to be **innovative in our approach to housing** and supporting people who are struggling. The provision of decent quality, low-carbon social housing will be integral to us in delivering a fairer county.

The rural nature of our county exacerbates the difficulties of getting access to services and jobs. Where access is possible it can take a lot longer, particularly if travelling on foot, by bike or by bus. Our aim is to find ways which **improve access to local jobs and services, and to the beautiful Somerset countryside.** This will require us to think differently and work with partners to consider the access implications of our plans.

We know that many people want to access the council using their smartphone or computer but for others this is not an option. We will increasingly provide 24 hour digital access to interact with us, but we will still be here if you need to have a

conversation with someone. We will work hard to make sure that all contacts with the council are user friendly, promoting a culture of trust and reliability.

Somerset residents who are LGBT+, live with disabilities or come from BAME backgrounds often feel they are not included in our society. Somerset Council will strive to develop an inclusive culture for all our residents.

A Flourishing and Resilient Somerset

Now, more than ever, we need to promote Somerset at a regional, national and international level, promoting the wealth of opportunities to bring investment and highly skilled, well-paid jobs for Somerset people. We will need to be strategic and dynamic to ensure the skilled workforce is available to support the innovative industries that call Somerset their home.

The need for a thriving education sector will be paramount to making sure that Somerset flourishes economically. Somerset Council will be a strategic leader in improving the education offer at all levels working closely with partners to raise aspiration and boost local opportunities. We are acutely aware that, without a university, the higher education offer in Somerset holds us back economically. We will work with the sector and industry to bring innovation and investment into Somerset.

A stable and flourishing economy in Somerset will have a unique range of opportunities as a result of our environment. Tourism and culture will play a prominent role. We already offer so much - from Glastonbury Festival, the largest outdoor music festival in the world, Bridgwater Carnival's spectacular procession to the tranquillity of the Exmoor Dark Skies festival. **Promoting Somerset as a destination on the national and global stage** will support the diverse existing economy and encourage development of new, creative attractions. This will help us to deal with any future challenges and be resilient to sudden changes.

Businesses need excellent transport and digital connections to access markets, distribute their goods and services and have access to their workforce. We will **influence and drive support for improving connectivity** to those parts of our county that need it the most.

Remote working and learning are providing more opportunities for people to live in different parts of the country to where they work or attend education, but this doesn't remove the need to strive for better physical connections. We will work to **improve the equity of access to opportunities, both physically and digitally**, across the county.

Values

The priorities are underpinned by a set of core values that guide all our work and daily interactions. We will be:

- A responsible council
- A listening, empowering council
- A council with evidence based and open decision making
- A collaborative council; and
- An enterprising council.

Somerset Today - In Numbers

Page of graphical representations of Somerset in numbers and statistics

Current Context

The new council comes into existence at the most challenging time for local government in a generation. Fourteen years of austerity and growing demand has reduced the spending power and financial flexibility of all councils. The national cost-of-living crisis is hitting the council and partner organisations just as it is residents. The cost of delivering our services has dramatically increased due to rising energy costs, rising interest rates and increasing numbers of people who need our support.

The council is legally required to balance the budget: there is no overdraft facility that we can use. In recent years Somerset's councils have built up financial reserves but we cannot spend these monies all at once and risk leaving the savings account empty when there will undoubtedly be new challenges ahead.

This means that we are going to have to be incredibly careful with taxpayers' money. We will have less to spend as our challenges grow and at the same time the challenges our residents face daily also grow. This means we face a period of difficult decisions to ensure we can keep supporting the Somerset people in greatest need.

This will require us to be more creative about the way we support people. We will need to work with partners in a wide range of organisations with similar goals to look broadly at the ways we currently use our expertise and money to see if, in collaboration with our communities, we can do something better. We will challenge the ways that we have historically delivered services and listen carefully in order to understand what works for those that use our services and what doesn't.

Cross Cutting Themes

Bringing together potentially disparate services such as public health and housing into a single council will let the new council better co-ordinate the services residents receive. Several of our priorities, such as responding to the climate and ecological crises or reducing health inequalities, will require action from a range of services. There are other cross-cutting themes which will be less visible, but equally important to the way we will work.

In July 2022 the new Health and Care Bill brought Integrated Care Systems (ICSs) into law. This formalised the arrangements for NHS organisations, local councils and other partners in a geographical area to work together to deliver better joined up services, to tackle inequalities and to improve the health of the population.

Somerset Council is a partner organisation within this system because we have a key role to play in Public Health, Adults' and Children's Social Care and Housing. We can also influence the broader factors which contribute to an individual's health and well-being, such as parks or transport or planning. The more we work together with other public services to tackle the complex problems that are facing our communities, the better the services our residents receive will be.

No one wants to be ill and most people don't want to have to rely on the NHS, the Council or community organisation for support. But often they are in this position because of something that could have been prevented if they'd had the knowledge and the help to do something differently. We believe that prevention is the key to a healthier, happier life. That is why this theme will run through everything that we do.

A key aim for this council is to bring together the needs for society to thrive and the needs for the planet to continue to sustain us into one place so that we might understand and manage our impacts on all aspects at the same time. This means that we are able to make decisions with holistic understanding of the implications and adjust our approach, where needed, to ensure we have minimised the impact on the environment and maximised the benefits to society. To make this meaningful for the Council the approach needs to be embedded in all the work that we do. This will take time as the New Council evolves, but we will start to lay the foundation for this work from day one.

The Context of the Council Plan

The Council Plan is one of a suite of documents which guide the way Somerset Council functions; it's part of our Corporate Planning Framework. Together, these documents are a resource to help everyone - customers, officers, councillors, partner organisations - understand our ambitions for the new council, how we will fulfil those ambitions, and how we can be held accountable.

Insert corporate planning framework diagram

Somerset Council will continually change, whether it be in response to the changing needs of our residents, such as our work on the Cost-of-Living Emergency, or because of developments in Government policy, the Levelling Up agenda for example, or prevailing social, economic and environmental conditions, like the climate and ecological emergency.

The Council Plan sets out the priorities that will steer these changes, when required. The priorities are high level to support flexibility; The Council has a clear vision of how we anticipate our services developing over the next four years but, as we have seen with the Covid-19 pandemic, there are likely to be events and factors beyond our control which will require us to be flexible. Emerging technology may also enable us to be more creative in the way we deliver services, with greater flexibility allowing us to adopt innovative new models of service.

The Business Plan will provide the detail of how the Council Plan will be delivered. It will set out the priorities for service change and improvement; what is achievable and how we will ensure that we understand whether we are achieving our planned outcomes. Annually updated service plans will flow from the Business Plan. These are working documents where services set out their planned activity and are used as a reference to guide service development and delivery. They are flexible and agile to enable services to react to changing situations.

The **Target Operating Model (TOM)** will provide the aspiration for our methods of working to ensure we deliver good value, high quality services. This will include our approach to Commissioning – how we address the needs of residents and develop the services to support the best possible outcome for them. The Target Operating Model will evolve over time as we transform the Council.

The Corporate Governance Framework sets out how the decision-making process works and who is empowered to make which decisions.

A number of strategies for Somerset exist and will continue to guide the work of services until they are replaced. These strategies have been developed in partnership with partner organisations with whom we will continue to work alongside.

The new Council is required to have a new Local Plan in place by 2028, however this Local Plan is one of a suite of strategic documents that we will need to produce. These documents need to support and complement each other which means that a clear and agreed set of goals and ambitions will need to be set out early, in partnership and with the community at the centre.

Insert Strategies Diagram – how does this plan fit with the range of strategies. Somerset Growth Plan, Fit for my Future (Health and Care Plan), Improving Lives (Health and Wellbeing Strategy), Children and Young People’s Plan, Local Plans and new Local Plan, Housing Strategy.

**Local Community Network (LCN)
Development Next Steps**

Executive Member(s): Cllr Val Keitch - Lead

Member for Local Government Reorganisation & Prosperity

Local Member(s) and Division: N/A

Lead Officer: Jan Stafford and Sara Skirton

Author: Jan Stafford and Sara Skirton, LGR Customers, Communities and Partnerships

Workstream Joint Leads

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1. Summary / Background

- 1.1** The Unitary business case sets out a vision for a *'new authority which will provide seamless and accessible local governance to the people of Somerset, with services redesigned to be delivered within communities at a local level'*.

Fundamental to this vision is a commitment to give local residents a voice and more influence over decisions that impact them and their communities.

The Administration's Manifesto pledge *to 'Deliver Local Community Networks (LCNs) that genuinely listen to the views of local people'* consolidates this commitment.

On 16 November 2022 the Executive of Somerset County Council considered a report that reflected the work undertaken to date towards the establishment of LCNs. The report summarised the research, consultation and engagement undertaken in recent months to consider in more detail the scope of the role of LCNs, and potential geographic boundaries. It drew out a number of themes and lines for further enquiry.

The Executive considered and agreed a number of recommendations and principles to inform further work on LCN development. These recommendations are listed in full in section 11.1 of this paper.

This report summarises the work that is being undertaken to deliver the recommendations and associated principles, to inform the paper that will be considered by Executive in January 2023.

LGR Joint Scrutiny Board members are invited to consider, comment and advise on the scope of this work in terms of its appropriateness and completeness.

Comments and recommendations from LGR Joint Scrutiny Board have been invaluable in informing the approach towards LCN development to date.

2. Recommendations

- 2.1.** LGR Joint Scrutiny Board is asked to:

1. Note the recommendations agreed by Executive on 16 November 2022 in relation to the LCN Consultation Review paper, in particular the associated principles, to inform the ongoing development of LCNs
2. To consider, comment and advise on the current and proposed actions to deliver the recommendations.

3. Reasons for recommendations

To support the development and establishment of LCN arrangements across Somerset for Vesting Day, that will provide a firm foundation for convening partners and engaging communities to establish priorities and goals for the local areas and to give them a voice.

The aim is to create LCNs that will over time have the ability to join the strategic policies of the Unitary Council with local delivery, alongside community and partner priorities.

LCNs will be central to evolving how the councils currently deliver community development functions to ensure they are fit for purpose. Noting that the development and evolution of LCNs will happen in phases over a number of years.

4. Other options considered

- 4.1.** LGR Joint Scrutiny Board has received regular reports regarding LCN development and in particular the recent consultation and engagement exercises. On 16 November 2022 the Executive agreed to receive a further paper in January 2023 on the outcomes of further work, including reasoned recommendations for LCN roles and geographies. Ideally, Scrutiny would be asked to consider a draft of the report before it is considered by Executive on 18 January 2023. However, the work to prepare this report to the Executive will not be completed by the time of the meeting of LGR Joint Scrutiny Board on 8 December 2022. In addition, the next LGR Joint Scrutiny Board is not scheduled until after the January Executive meeting.

It is therefore considered important that LGR Joint Scrutiny is able to consider and comment on the proposed actions that will take place over the coming weeks, to inform the decisions that the Executive will be asked to make on 18 January 2023. The Chair of LGR Joint Scrutiny Board will be consulted on the January Executive paper when it is drafted.

5. Links to County Vision, Business Plan and Medium-Term Financial Strategy

- 5.1.** The establishment of LCNs is a commitment in the 'One Somerset: Business

case for a new single unitary council for Somerset' Version 1.3 December 2020, para 6.3 page 68.

- 5.2.** It is expected that LCNs will both influence and work within the policy framework of the new Council and therefore their development over the coming months will be influenced by the emerging corporate priorities for the Council. A growth bid has been submitted to establish LCNs and work has begun to seek alternative methods of funding, acknowledging that it is too soon to be able to depend on these for the first year at least of operation.

6. Consultations and co-production

- 6.1.** The engagement and consultation activity undertaken by the LGR Programme regarding LCN development has involved a wide range of internal and external stakeholders and elicited a diverse range of views and opinions, some of which potentially conflict or need detailed consideration to reconcile.
- 6.2.** This activity is considered as part of the ongoing dialogue and co-production of LCNs, rather than a one-off event.

7. Financial and Risk Implications

- 7.1.** The establishment and ongoing development of LCNs requires a level of financial investment in their 'infrastructure', primarily in terms of staffing budgets, to ensure that LCNs have the best chance of success. This requirement for appropriate resourcing, particularly in terms of a suitably skilled and experienced team of LCN support officers, reflects experience from other areas with similar working arrangements, and the emerging feedback from the Pilot LCNs. An additional funding request of up to £900,000 has been submitted as part of the MTFP process based on modelling community development and democratic services officer and operational support costs. Noting that there will also be a review of existing community development spend to see where there is potential to repurpose these budgets. It should be noted that fewer LCNs does not necessarily equate to a smaller budgetary requirement. However, currently the MTFP process has revealed a potential funding gap for the new Somerset Council of £38.2m and as a result, it is unlikely that new initiatives can be funded.

It is intended that the priorities of LCNs will, locally and strategically, influence the spend of the Council and it may be that over time existing funding streams aligned to particular priorities can be directed through these networks. There is also the potential for 'return on investment' with LCNs playing a role in preventing residents reaching crisis.

- 7.2.** The commitment to establishing LCNs has been the subject of much engagement and communication with communities, stakeholders and partners. A move to a single Unitary council introduces a risk of lack of local voice and community representation at a strategic level, resulting in a disconnect from localities. LCNs are key to mitigating this risk. Failure to define, support or adequately resource them will impact negatively on their chances of success, and potentially on the reputation of the new Council, and on trust between it and its communities. There is also an association with the LGR Programme risk:

Loss of opportunity to align public and VCSE services to new operating model and outcomes as defined in the business case.

8. Legal and HR Implications

- 8.1.** There are no legal implications arising directly from this report, although there are implications for Governance, in that the governance arrangements for LCNs will need to be reflected in the constitution. The LGR Customers, Communities and Partnerships (CCP) workstream is working with LGR Governance colleagues to ensure that the governance arrangements for LCNs will be appropriate and proportionate to their function.
- 8.2.** As referenced above in Financial Implications, LCNs will need to be supported by a team of officers with a wide range of knowledge, skills and experience, spanning community development, stakeholder and partnership relationship building, the ability to think locally and strategically, manage projects and negotiate solutions and resources. The LGR CCP workstream recognises the need to work with the LGR People workstream, to ensure that the community development team can be drawn together and established ready to support LCNs.

9. Other Implications

9.1. Equalities Implications

There will be consideration of equalities implications as a significant factor in the proposed work to shape a geographical proposal, which will also act as a steer regarding equality in the future development of LCNs: form and function.

The January Executive report will include full and robust consideration of the Equalities impact of recommendations.

9.2. Community Safety Implications

There are no community safety implications arising directly from this report. However, there is potential for LCNs, once established, to support community

safety priorities.

9.3. Sustainability Implications

There are no sustainability implications arising directly from this report. However, there is potential for LCNs, once established, to support sustainability priorities of communities and the Council.

9.4. Health and Safety Implications

There are no health and safety implications arising directly from this report.

9.5. Health and Wellbeing Implications

There are no Health and Wellbeing implications arising directly from this report. However, there is potential for LCNs, once established, to support Health and Wellbeing priorities.

9.6. Social Value

There are no Social Value implications arising directly from this report. However, there is potential for LCNs, once established and over time, to contribute to Social Value priorities.

10. Scrutiny comments / recommendations:

10.1. N/A

11. Background

11.1. Report to Executive on 16 November 2022 and Resulting Resolutions

On 16 November 2022, the Executive of Somerset County Council considered a report – Local Community Network Consultation Review. The report summarised the research, consultation and engagement undertaken in recent months to consider in more detail the scope of the role of LCNs, and potential geographic boundaries. It also included learning from the three LCN Pilots in Somerset, and from experiences of locality working in other Unitary areas. The report drew out a number of themes from the consultation, and lines for further enquiry. In summary:

- Feedback confirms support for LCNs as a means of ensuring that the new Unitary council is able to remain engaged with and responsive to

local needs and support improved outcomes for local people.

- Recognition of the importance of LCNs having genuine voice and influence over what happens in the local area, that LCN priorities are evidence based, and that LCNs are a vehicle for convening partners and communities to work toward addressing those priorities.
- Whilst there was some support for LCNs having a relationship with planning and licensing functions, there was concern expressed that introducing regulatory roles could stifle collaboration and partnership working. Some responses do, however, recognise the place shaping potential of LCNs, which is something that could be developed over time.
- A strong argument is being put forward by partners and colleagues in the VCFSE and Health and Social Care sectors about maximising the potential of LCNs to support the bringing together and integration of multi-agency, multi-disciplinary approaches to create better community outcomes, more efficiently.
- The diverse range of views in relation to LCN geographies indicate that it would be premature to recommend a particular solution at this point.
- Barriers to participation that were identified during the consultation related to practical issues such as time, finance and access. For smaller parishes in particular, the main concern is capacity and lack of clarity about what will be expected from them.
- The consultation indicates that Local Community Network was the preferred name.

The Executive agreed the following:

1. Note the key findings from the recent LCN consultation and engagement activities, alongside the learning from the LCN Pilots and other Unitary areas ' locality arrangements.
2. Consider and comment on the conclusions, proposals and further lines of enquiry arising.
3. Endorse the establishment of LCNs as a vehicle for bringing together and focussing the community development and engagement activity in the new Council.
4. Note and support the rationale for further work and dialogue to be undertaken before a recommendation is made on LCN geographical boundaries.
5. Agree a specific set of principles that will inform this work:

- a. *Respect the rurality of Somerset and find ways to work with differences between rural / urban priorities within an LCN area, and across LCN boundaries*
 - b. *Respect the diversity of Somerset’s landscape character*
 - c. *Work across Somerset to better align with the Integrated Care System and other partners, recognising the benefits of partnership working (amended from Ensure alignment with the Integrated Care System and establish the benefits that this could bring*
 - d. *Observe town and parish boundaries*
 - e. *Consider unitary division boundaries*
 - f. *Consider equalities implications.*
6. Agree to receive a further paper in January 2023 on the outcomes of the further work, including reasoned recommendations for LCN roles and geographies.
7. Note that an additional funding request of up to £900,000 has been submitted for consideration through the MTFP process, to enable the resourcing of LCN arrangements from Vesting Day.

12. Current Position and Next Steps

The resolutions made by the Executive provide a clear direction for the ongoing development work towards establishing LCNs.

The LGR Customers, Communities and Partnerships workstream team have taken the resolutions and agreed principles to create a framework for the activity that needs to take place over the next two months. This activity is summarised in the table below. The table represents a high level summary; there is a significant amount of detailed activity sitting behind each action, and little scope for slippage.

Executive Recommendation / Principle	Associated actions description	Complete by
<ul style="list-style-type: none"> • <i>Respect the rurality of Somerset and find ways to work with differences between rural / urban priorities within an LCN area, and across LCN boundaries</i> • <i>Respect the diversity of Somerset’s landscape character</i> 	<p>Mapping exercise to overlay town, city and parish boundaries with unitary divisions, PCNs and areas where communities naturally align (according to feedback via consultation and T&PC meetings). Assess fit.</p> <p>Summarise in a map and narrative format to inform discussions with colleagues and partners.</p>	21/11

<ul style="list-style-type: none"> • <i>Observe town and parish boundaries</i> • <i>Consider unitary division boundaries</i> 	<p>Ensure governance arrangements enable rural and urban focussed sub-groups to be established within LCN areas, to support the development of specific local priorities for urban and rural areas.</p>	
<ul style="list-style-type: none"> • <i>Work across Somerset to better align with the Integrated Care System and other partners, recognising the benefits of partnership working</i> 	<p>Discuss outcomes of mapping exercise with Lead Members for LGR and Communities</p>	2/12
	<p>Discussion with colleagues in Adults' Services, Children's Services and Public Health to clarify benefits of alignment with ICS and what this could mean for geographical arrangements</p>	2/12
	<p>Meeting with Health colleagues, informed by discussions with SLT colleagues, to further refine LCN role scope and geographical proposal</p>	9/12
	<p>Meetings with other partners to check and challenge emerging proposals</p>	Ongoing and via December LGR Advisory Forum
<ul style="list-style-type: none"> • <i>Consider equalities implications.</i> 	<p>Prepare full Equalities Impact Assessment for January Executive Paper</p>	9/12 (allow for revisions as final paper develops)
<p>Endorse the establishment of LCNs as a vehicle for bringing together and focussing the community development and engagement activity in the new Council.</p>	<p>Fully understand the scope of current community development and engagement activity across the five councils. Including areas of good practice that need to be supported through transition.</p>	2/12
<p>Note that an additional funding request of up to £900,000 has been submitted for consideration through the MTFP process, to enable the resourcing of LCN arrangements from Vesting Day.</p>	<p>Commence a review of existing community development and engagement spend across the five councils to understand what might be repurposed to support LCNs. Provide position statement as part of January Executive paper</p>	23/12
<p>Note and support the rationale for further work and dialogue to be undertaken before a recommendation is made on LCN geographical boundaries.</p>	<p>Prepare paper that is the culmination of all of the above activities.</p>	Initial working draft 16/12
<p>Agree to receive a further paper in January 2023 on the outcomes of the further work,</p>		Draft to DS 4/1, final 9/1, publication 10/1

including reasoned recommendations for LCN roles and geographies.		
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Running alongside the actions listed above will be development of a communications strategy to ensure ongoing engagement with partners and stakeholders. This will primarily be through our established networks and communications channels, including Member and Town and Parish Council briefings and meetings, statements and website updates.

13. Background Papers

- 13.1.** Local Community Network Consultation Review – Report to Somerset County Council’s Executive 16 November 2022, with the following appendices:
- Appendix A - LCN Consultation report
 - Appendix B - ‘Companion’ copy of LCN questionnaire
 - Appendix C - Comparison table of arrangements for locality working in Cornwall, Wiltshire and Buckinghamshire

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LGR Joint Scrutiny Committee

8th December 2022

Angela Farmer

Ask of LGR Joint Scrutiny Committee

1. To note the updates from the last meeting
2. To review narrative around risks 11 and 12 with People Representative
3. To scrutinise the risks on the current register
4. 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, including review of risk 11 and 12
2. LGR Joint Scrutiny Dashboard review
3. LGR Joint Scrutiny consideration

Update from last meeting - 27th October 2022

Issues from the last meeting

1. Risk 10
2. Programme level risks and strategic risks for the new Council
3. People representative – review of risk 11 and 12

Update from last meeting - 27th October 2022

Risk 10

Risk	Actions and controls	Links to products
<p>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</p>	<ul style="list-style-type: none"> • Finance and asset protocol across 5 councils • S24 Notice from DHLUC effective May 2022 • Budget monitoring processes in the 5 councils • 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 	<ul style="list-style-type: none"> • Fin 152 - 23/24 revenues and capital budgets and MTFP approved by council – on track - 24/2/23 • Fin156 – Council Tax harmonisation • Fin 138 – Business case savings phasing estimate agreed • Fin 156 – Benchmarked costed service structures • Fin 237 – Single HRA

1. Reviewed products
2. Questioned whether still a risk for the programme?
3. Determined risk for the new Council, with the products and milestones continuing to mitigate the risk
4. Agree to create a Transitional Register that will continue to be monitored by the programme but will move forward as part of the new Risk Register for the new Council

Update from last meeting - 27th October 2022

Programme level risks and strategic risks for the new Council

Risk Theme	Context	Link to programme risks
Data/Information Governance	<ul style="list-style-type: none"> Retaining data longer than needed Data breaches 	
Climate Change	<ul style="list-style-type: none"> Resources Not achieving net zero by 2030 	
Housing	<ul style="list-style-type: none"> Safety Homelessness – single people Supply – land 	
LGR	<ul style="list-style-type: none"> Resilience of the Council Managing BAU work 	<p>Risk 21 - The risk that the LGR programme negatively impacts service provision and improvement activities of Children’s Services and Adult Social Care.</p> <p>Risk 22 - The risk that delivery of ICS implementation is not effectively joined-up with LGR implementation</p> <p>Risk 25 - The risk that BAU activity within the Councils is impacted by stretched staff resources balancing LGR and BAU work</p>
Business Continuity	<ul style="list-style-type: none"> Failure to provide adequate local response Failure of supplier or contractor- implications for service delivery 	<p>Risk 13 - Unforeseen emergency or business continuity interruption or rising tide situation that requires staff to be directed from the day job into incident response.</p>

Update from last meeting - 27th October 2022

Programme level risks and strategic risks for the new Council

Risk Theme	Context	Links to PL risks
Financial	<ul style="list-style-type: none"> Sustainable MTFP Volatility of Government Funding (Business rates, new home bonus) Management of commercial property portfolio HRA – Financial sustainability 	<p>Risk 10 – Risk of significant budget gap for new Somerset Council</p> <p>Risk 15 - Failure of worksteams/projects to achieve their expected financial benefits as described in business case (£18.5m p.a. after 2 years)</p> <p>Risk 367 - The risk of the 5 councils overspending on the 22/23 budget and having to use reserves</p>
Staff/people	<ul style="list-style-type: none"> Wellbeing Retention and recruitment Service failure due to single officer specialism Impact of the cost of living on staff 	<p>Risk 11 - The risk that there are insufficient people resources to implement LGR Programme and deliver the approved business case</p> <p>Risk 12 - Loss of staff from County and District Councils deemed essential to the programme delivery</p> <p>Risk 103 - Agreement not reached with Trade Unions on pay scales/terms and condition for new Council staff.</p> <p>Risk 309 - The risk that there is insufficient capacity to manage the people side of change</p> <p>Risk 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</p>
Customer/Community	<ul style="list-style-type: none"> Impact of cost of living 	<p>Risk 19 - Design / products to create the new unitary council will not have the community as a central focus in the design of the new operating mode</p>
ICT	<ul style="list-style-type: none"> Cyber security 	
Health and Safety	<ul style="list-style-type: none"> Water borne risks Failure in statutory compliance and practice 	
Others	<ul style="list-style-type: none"> Safeguarding of children Member lose focus on strategic priorities at district level Impact of Ukraine Failure to meet requirements of Equality Act Phosphates 	

Page 49

Risks for further scrutiny

Risks 11 and 12 – People workstream

Ref	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Early definition of resource requirements (capability and capacity) as part of gateway Validation of 1 with PwC as QA partner incorporating lessons 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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	<p>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.</p> <p>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.</p>

People risk 11 and 12 – narrative

Ref	Description	Narrative
12	Loss of staff from County and District Councils deemed essential to the programme delivery	<p>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)</p> <p>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.</p> <p>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.</p> <p>Day 1 change readiness work is also underway to ensure that business and services readiness impacts are fully captured and understood.</p> <p>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.</p>

LGR Joint Scrutiny Committee – 8th December

Number of programme level risks 20 - (Finance 4, 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
167	The risk of the 5 councils overspending on the 22/23 budget and having to use reserves	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

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

Risk register as at November 2022

The following give the full detail of the current LGR programme risks
Please note this also includes Direction of Travel

Direction of Travel Indicator For month of October 2022




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

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Direction of Travel indicator
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	<ul style="list-style-type: none"> Inability to set a balanced budget Reductions in service budget and levels 	20	<ul style="list-style-type: none"> Finance and asset protocol across 5 councils S24 Notice from DHLUC effective May 2022 Budget monitoring processes in the 5 councils 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	<ul style="list-style-type: none"> Lack of achievements of promised overall programme benefits Programme does not meet stakeholder expectations Inability to set a balanced budget 	16	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Inability to pay invoices, raise invoices, and monitor spending during the year 	16	<ul style="list-style-type: none"> Implementation plan that delivers in excess of the minimum viable product Continued close management of implementation partner against published programme Clear governance and oversight Independent governance oversight role by SOCITM Reports to formal steering group 	8	
367	The risk of the 5 councils overspending on the 22/23 budget and having to use reserves	<ul style="list-style-type: none"> Reduced reserves 	25	<ul style="list-style-type: none"> Regular budget monitoring 	16	New risk added October 2022

Programme Level Risks - workstream: Service Alignment

Date: October 2022

Page 58

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Direction of Travel
228	Lack of a decision around contracts that are reaching the end of their life between now and April 2024	<ul style="list-style-type: none"> Reduction in service levels 	20	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Inadequate resources in project delivery Lack of management capacity Reallocation of programme or existing council resources to support response and recovery 	16	<ul style="list-style-type: none"> 1. Create and maintain a Business Continuity Plan (BCP) for the LGR Programme (signed off by Programme Board) including: <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Failure to deliver programme to agreed time, cost and quality. Failure to deliver expected benefits. Missed transformation opportunities 	9	<ul style="list-style-type: none"> Understanding of interdependencies incorporated into LGR work plans and must have Adequate staff resource across both programmes with appropriate capabilities and capacity to address the work 	9	



Programme Level Risks - workstream: People




Date: October 2022

Page 59

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Direction of Travel Indicator
12	Loss of staff from County and District Councils deemed essential to the programme delivery	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Early definition of resource requirements (capability and capacity) as part of gateway Validation of 1 with PwC as QA partner incorporating lessons 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Where programme outcomes and benefits results are dependent on collective, proficient adoption of new ways of working 	16	<ul style="list-style-type: none"> Change management approach, quality framework and tools established and in use Supplementary offer to strengthen change capabilities started and will continue to evolve, e.g. targeted interventions and coaching, high risk, high need products in T1 Validation of approach and priorities with PwC and our Unitary partners Working closely with comms and People workstream Plans in place to identify and collaborate with wider change assets across all organisations Mobilisation of tactical change management resource to work alongside and support existing network of change management across all organisations Engagement with programme and WS leads to unite thinking and drive profile of people side of change as core competence of programme Evidence based approach to defining extent and impact of T1 products to define level of need and target resource where needed most Application of data and insight from across WS to build programme change plan and EIA support Embedding change management within current assurance practice and reporting Nominated lead for People change 	12	
103	Agreement not reached with Trade Unions on pay scales/terms and condition for new Council staff	<ul style="list-style-type: none"> Employer and Trade Union cannot reach agreement 	6	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Reputational damage Cost implications for the new council Confidence levels of other colleagues in the appointment process to the new council 	16	<ul style="list-style-type: none"> Incoming new Chief Executive taking ownership of the risk SSDC Chief Executive taking on sponsor role for People workstream Regular reporting back to PB by People workstream Consultation with PB Consultation with Trade Unions on the procedures External legal advice being taken Member engagement in T2 appointments and 	12	



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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Organisational culture is not community focused Insufficient partnership working Poor outcomes for communities Failure to deliver planned business case benefits 	12	<ul style="list-style-type: none"> Programme and workstream checkpoint review criteria Ensure LGR Advisory Board remains effective, inclusive, transparent and accessible (PSG) Embodiment of 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	

Ref	Risk description	Impact on the programme (effect)	Inherent score	Controls/Actions	Residual score	Comments
Page 62 139	27 Uncontrolled change to the scope of the LGR programme	<ul style="list-style-type: none"> Failure to deliver the new council to agreed time, cost and quality. Failure to deliver agreed 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	<ul style="list-style-type: none"> 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	
	Inter-dependencies between workstreams not managed effectively	<ul style="list-style-type: none"> Inability to deliver cross-cutting products successfully and therefore benefits not realised 	12	<ul style="list-style-type: none"> Programme tranches developed A process/approach for management of dependencies to ensure impacts of change (time/cost/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	<ul style="list-style-type: none"> Missed opportunities Siloed working Failure to deliver key products Delays in workstreams and ultimately the programme Re-engineering of solutions/rework required 	20	<ul style="list-style-type: none"> Reliable critical path is available, with regular opportunities to monitor and course-correct when necessary Regular opportunities for project managers to review with workstream an sub-workstream leads Review of scorecards Robust programme and project planning Modelling interdependencies incorporated into work plans and must haves Adequate resourcing of programme staff with appropriate capabilities and capacity to deliver workplan Utilise lessons learned from other prgrammes Dedicated LGR programme managers in post 	12	

Programme Level Risks - PMO

Date: October 2022

Page 63

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	<ul style="list-style-type: none"> • Performance of service for vulnerable adults negatively impacted • Poor external perception of quality of services • Potential Government intervention 	12	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Higher than anticipated LGR programme costs and redundancy payments • Reduction to reserves and longer payback on the Business Case 	16	<ul style="list-style-type: none"> • The approved commitments are being challenged if the funding has not be fully committed to ensure the bid is still required, if it is not or can be reduced this will make more funds available for the programme. • Work is underway to revisit the redundancy figures 	12	

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