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Joint Scrutiny: LGR Programme Update

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2nd March 2023

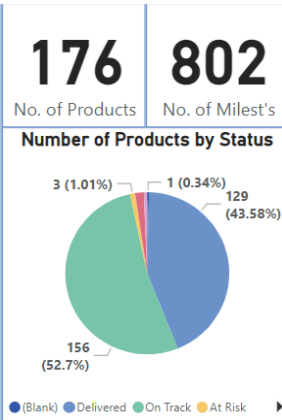
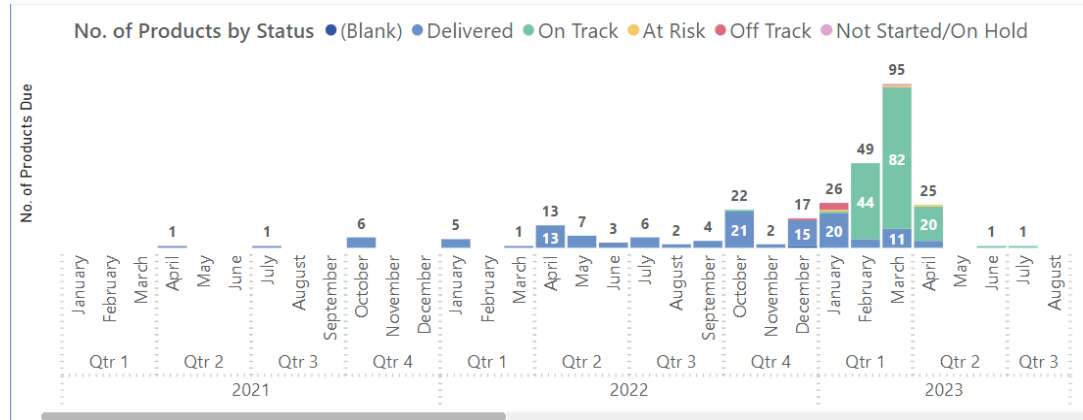


LGR Programme Update – Overall RAG *(data from 17/01)*

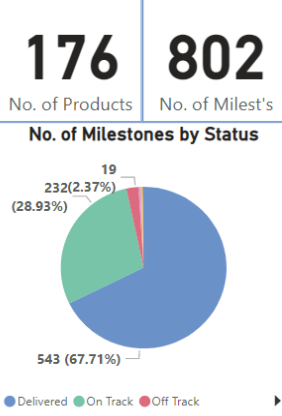
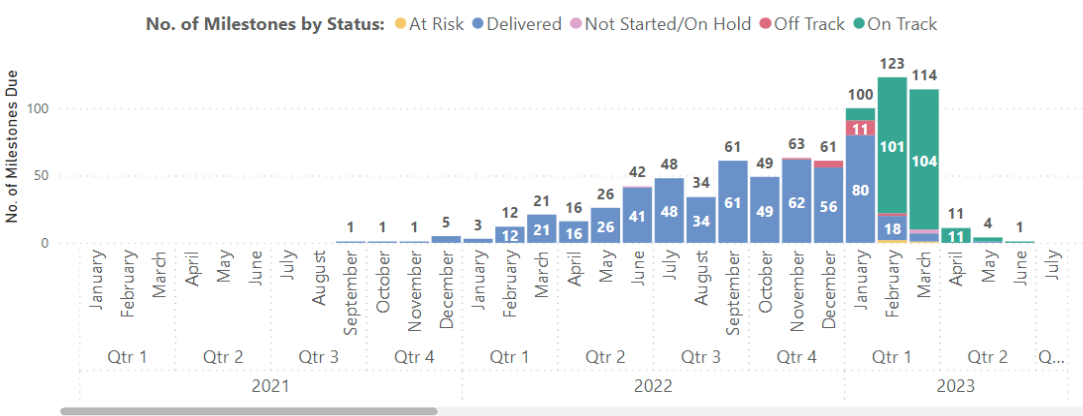
LGR in Somerset - Top Level Programme Scorecard - Position as of End of Jan 2023 [USING AVAILABLE DATA]

	Overall RAG		Resources		Schedule		Change Ready		Service Readiness (Above baseline. Higher better)	
	Last Period	This Period	Last Period	This Period	Last Period	This Period	Last Period	This Period	Last Period	This Period
Overall Prog. RAG	A	A	A	A	G	A	62.38%	59.00%	55.38%	55.38%
Assets Optimisation: Property	A	A	G	G	G	A	90.00%	90.00%	0 of 1	0 of 1
Assets Optimisation: Technical	G	A	G	G	G	A	76.00%	71.00%	1 of 2	1 of 2
Communities, Customers & Partnerships	G	G	A	A	G	G	50.00%	50.00%	3 of 3	1 of 4
Finance	A	A	R	A	A	G	80.00%	75.00%	1 of 4	1 of 4
Governance	G	G	A	G	G	G	42.00%	42.00%	2 of 5	5 of 5
People	A	A	A	A	A	A	50.00%	50.00%	0 of 2	0 of 2
Service Alignment	A	A	R	R	A	A	34.00%	39.00%	27 of 39	20 of 37

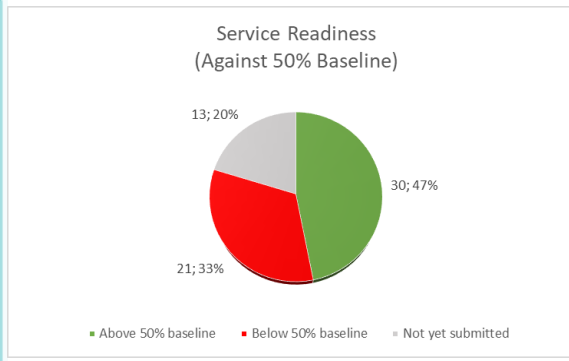
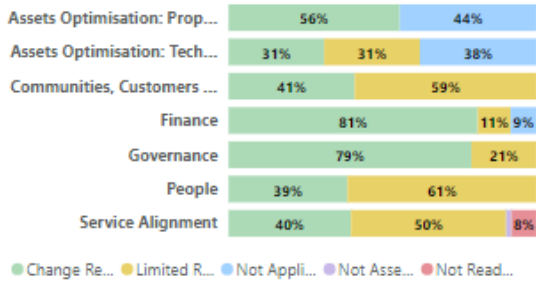
Programme Delivery and Vesting Readiness



Day 1 Readiness Outcome-Number of Critical Products by Product Change Readiness Status



Workstreams - % of Products by Sub-Workstream Change Readiness Status



Programme Update

- Work continues on transition planning to finalise scope and approach for future transition and transformation.
- A Transition Matrix which will baseline the extent of each service's alignment on vesting day and help inform the sequencing and pace of transitional change remaining (tranche 2 of the programme) to deliver the business case outcomes.
- Benefits Management work progressing with Benefits realisation Plan under development and tracking being mobilised in March
- Executive meeting 13th February approved:
 - Somerset Council Plan
 - Medium Term Financial Plan (MTFP) 23/24
 - Treasury Management Strategy
 - Housing Revenue Account (HRA) updated 30 year Business Plan and rent set for 23/24
- Agreement from Executive to the LCN proposals detailing boundaries and governance arrangements.
- Somerset West & Taunton switch to single platform took place 21st / 22nd January. Mendip switch scheduled for March - issue being managed re CAPITA resource for cutover.
- Completion of SW&T District Payroll transfer to SAP, all four Districts now complete.

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Programme Update

- Tier 3 recruitment process underway with initial evaluation of posts that might be 'matchable' to existing roles.
- Draft Interim SAP Structure outlining how the 5 organisations staffing establishments will be bought into one on vesting day has been shared with Programme Board, Workstreams and SLT.
- Finance System design and build phase completed by the end of January.
- Project Beacon event took place Thursday 19th January, Museum of Somerset, Taunton. Second event at Rural Life Museum, Glastonbury scheduled for 23rd February
- Service Readiness Checklists live
 - Service assessments of how ready they are to operate with continuity from vesting day.
 - Excellent response rate and highlighted that the majority of services were where we hoped they would be.
- Staff and Member Readiness 'one stop shop' of information, support and guidance went live on the LGR Intranet in early February and will be developed iteratively to vesting day.
- Detailed picture of training that will be delivered pre and post vesting day is being compiled. Will form part of staff and member readiness information. Cumulative impact on stakeholders will also be assessed.
- Peer Review Action plan drafted to provide an overview of how all findings and recommendations are being addressed.

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Workstream Update

People

- Timeline for Tier 3 recruitment finalised and recruitment process underway. Job descriptions and process communicated to all prospective candidates.
- Work on the Interim Structure is progressing to confirm where all employees will report into under the new tier 3 Director areas on vesting day. Principles and guidance have been prepared to inform and support Ws to plan transitional arrangements for how resources will be organised to ensure service continuity is maintained.
- Culture workshops with employees pushed back to after vesting day (tranche 2) to ensure adequate resource and focus on essential day one deliverables (e.g. tier 2 and 3 appointments, interim structure etc) and allow for new leadership team to be part of these.

Assets Optimisation (Property & Technical)

- The development of the Operating Model for major projects and asset management is now underway, following confirmation of key points from the Tiers 2 and 3 consultation outcomes.
- The SWT cutover was completed 21st and 22nd January, with additional contingency planning due to the risk of flooding in Somerset. Mendip District Council cutover has been replanned for March. The workstream team are monitoring the Exit Plan closely to ensure the cutover can be done in advance of vesting day.
- Resource remains stretched and is being monitored; single points of failure are known.
- Assets Management Plan paper has been produced in readiness for Full Council in February.

Customers, Communities & Partnerships (CCP)

- Successful switch over to Genesys telephony system in Sedgemoor and South Somerset resulted in positive reduction of demand.
- Whilst the build of the new single website is on track, the pace in which the content is migrating to the new website has been slow due to resource pressures. The resource requirements are being monitored closely to ensure successful content management for vesting.
- Workstream considering staff resourcing for Local Community Networks and recommendations are being developed for the incoming Tier 3 director.

Workstream Update

Governance

- Work has concluded on finalising the Unitary Constitution in readiness for March 1st Full Council.
- Officer Project Board in place to manage Taunton Town Council Implementation Plan and support the Shadow Town Council. The Town Clerk started in post on 30th January.
- Corporate Performance Framework for Somerset Council endorsed by Programme Board and interim approach to performance metrics whilst the Business Plan is developed. The Council Plan was approved at Executive on 13th February, ready for February Full Council. Designing of the Council Plan is underway with the Communications Team.
- Work on operational working arrangements, process alignment and ways of working underway for Democratic Services and Legal services to ensure consistency in administrative working practices to support Committee Meetings for completion by end of March.

Finance

- Finance system change and adoption plan (includes training) ready for roll out in March.
- Savings proposals for 2023/24 to balance the revenue budget shared with Executive on the 18th January, now progressing through Full Council.
- Alignment of Revenues & Benefits policy and processes has progressed, but medium-term service continuity risks remain (from October 2023) due to the proportion of staff on fixed term contracts. Workforce planning will be a priority in quarters 1 and 2.
- Resource pressures continue across finance but the picture is improving, with resourcing arrangements being developed to maintain service continuity through vesting day. This includes completion of all sovereign authorities Statement of Accounts by 30th September 2023. Extension of temporary contracts is underway to ensure appropriate capacity and knowledge.

Service Alignment and Improvement

- Continued risk of insufficient capacity to deliver the unitary (LGR) programme alongside business as usual (BAU) activity and ongoing risk of single points of failure but workstreams remains confident that the overarching products will be ready for Vesting Day.
- Workstream are awaiting approval on the Operators License application (this means fleet can be driven). There is regular contact with the Traffic Commissioner, and further escalations to the Commissioner will be pushed if no approval by March.
- During February and March Service Readiness reporting will move to fortnightly and will continue to monitor and support services get to where they need to be for Vesting Day

Programme priorities

- Final 2023/24 budget approved at Full Council on 22nd February.
- Finance System Testing to be completed by 3rd March. Training for staff through March.
- Council Tax Bills, Business Rate Bills & Benefit notifications correctly calculated & issued for 2023/24.
- Council Plan outlining strategic and political objectives for new council to be approved at Full Council on 22nd February.
- Unitary Constitution, Scheme of Delegation and Structural Change Orders to be agreed at Full Council on 1st March.
- Recruitment to Tier 3 posts and statutory posts. Concluding consultation around proposed TUPE measures for staff.
- Confirm Interim day one Payroll structure to inform SAP system build.
- Maturing readiness planning by services, including transitional operational working arrangements for how resources will be organised to ensure service continuity is maintained.
- Ongoing iterative development of staff readiness information, support and guidance with additional support and engagement via Staff Networks e.g. culture navigators.
- Mendip cutover to single platform in March.
- Publicising Executive decision on Local Community Network (LCN) roles, boundaries and staff with all partners and forming interim LCN team.
- New Council Intranet go live 1st March.
- Fleet Registration.
- Supplier Checklist to go live on website.
- Business Continuity Management Arrangements agreed by 15th March.
- Service Customer Standards, Customer Charter Promise and Customer Excellence Model go live.
- Single set of Terms and Conditions and grading structure for Somerset Council (new starters) by 31st March.
- Safe and Legal TUPE transfer of District Council Staff to new Council on 1st April.

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Programme Critical Path to Vesting Day (1 of 2)

LGR Programme - Critical Path

Filter by Date

Critical Path Level

Decision Point Forum

Filter by Tranche

Programme (Critical Path...)

All

Tranche 1

Filter by Workstream

Filter by Prod/Milestone

Filter by Status

All

All

All

2022
Q4
Oct

Nov

Dec

2023
Q1
Jan

Feb

Mar

Q2
Apr

Jan 2023

Jan 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Feb 2023

Operations
Licence in
place for both
LGV and PCV
vehicle
[Product 641] -
Off Track for
01/01/2023

Define
governance
arrangements
associated with
LCNs
[Product 1061] -
Delivered on
18/01/2023

Combined 5
Councils
Strategic Risk
Register
[Product 1200] -
Delivered on
01/02/2023

Fleet
operations day
1 operational
delivery
(ensure safe
and legal
services on
day 1)
[Product 638] -
On Track for
01/02/2023

Fleet
registration
[Product 651] -
On Track for
01/02/2023

Delivery of
Intranet
[Product 508] -
On Track for
13/02/2023

Service
Readiness
across the
programme for
vesting day
[Product 1201] -
Delivered on
13/02/2023

2023/24
Revenue &
Capital
Budgets and
MTFP approved
by Council
[Product 152] -
On Track for
22/02/2023

Appointment of
Senior
Management in
Tier 2
confirmed at
Full Council
[Product 82] -
On Track for
22/02/2023

Approval of the
New
Organisation
Structure for
Tiers 1, 2 & 3
[Product 70] -
On Track for
22/02/2023

New Operating
Model
Endorsed
[Product 71] -
On Track for
22/02/2023

Capital
Strategy For
Somerset
Council
[Product 402] -
On Track for
28/02/2023

Council Plan
outlining
strategic/political
objectives for
new council
[Product 1178] -
On Track for
28/02/2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Consequential
Orders
Product 6] - On
Track for
01/03/2023

Somerset
Council Key
Contacts - An
amalgamated
list of contacts
for Members
and Senior
Officers,
including
press,
parishes, Cllrs,
Officers, civil
dignatories,
[Product 54] -
On Track for
01/03/2023

Statutory Posts
appointed
before vesting
day
[Product 1171] -
On Track for
01/03/2023

Unitary Council
New
Constitution.
[Product 10] -
On Track for
01/03/2023

Unitary Council
Scheme of
Delegation
[Product 12] -
On Track for
01/03/2023

Single Identity
mgt. and
authentication
established
[Product 434] -
On Track for
06/03/2023

Single platform
and Identity
mgt goes live
[Product 433] -
On Track for
06/03/2023

Council Tax
Bills, Business
Rate Bills &
Benefit
notifications
correctly
calculated &
issued for
2023/24
[Product 216] -
On Track for
15/03/2023

Have in place
business
continuity
management
arrangements
[Product 484] -
On Track for
15/03/2023

New combined
CMS system
[Product 1190] -
On Track for
15/03/2023

Appointment of
Senior
Management in
Tier 3 Paper
ready for next
Full Council
[Product 83] -
On Track for
31/03/2023

Programme Critical Path to Vesting Day (2 of 2)

LGR Programme - Critical Path

Filter by Date

Critical Path Level

Decision Point Forum

Filter by Tranche

Programme (Critical Path...)

All

Tranche 1

Filter by Workstream

Filter by Prod/Milestone

Filter by Status

All

All

All

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Mar 2023

Develop data sharing Framework
[Product 1046] - On Track for 31/03/2023

Establish a set of Service Customer standards
[Product 1027] - On Track for 31/03/2023

Interim service standards are delivered on Vesting Day in line with MTFP resource levels and any associated savings.
[Product 1180] - On Track for 31/03/2023

Pension fund arrangements for Somerset Council in place
[Product 398] - Delivered on 31/03/2023

Phase 1 of Single set of HR policies and guidance for new Council
[Product 90] - On Track for 31/03/2023

Single HR/Payroll system for all Somerset Council staff
[Product 73] - On Track for 31/03/2023

Single set of terms and conditions and pay and grading structure for Somerset Council (New Starters)
[Product 76] - On Track for 31/03/2023

Standardised approach to incident Reporting
[Product 1188] - On Track for 31/03/2023

Strategy for management of Health and Safety within Somerset Council (Governance and Comms)
[Product 1184] - On Track for 31/03/2023

Wellbeing programme in place
[Product 94] - On Track for 31/03/2023

Apr 2023

Apr 2023

Apr 2023

Apr 2023

Apr 2023

Customer Charter Promise goes Live
[Product 1014] - On Track for 01/04/2023

Customer Excellence Model
[Product 1015] - Delivered on 01/04/2023

Establish a single approach (through the Contact Centre) to email contacts for the new authority
[Product 1143] - On Track for 01/04/2023

Safe and legal TUPE transfer of staff from DCs to new Council
[Product 102] - On Track for 01/04/2023

Taunton Town Council Operational
[Product 1205] - On Track for 01/04/2023

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Somerset LGR Tranche 1 (critical for Vesting Day) products that have been delivered.



Delivered LGR Tranche 1 Products

The list of LGR Tranche 1 products that have been delivered (up to 20th January 2023) have been categorised into the following themes:

- Governance, Legal & Members
- Registration Approval & Licences
- Process & Transition
 - Programme Activity
 - HR & People Change
- Systems, Finance & Contracts
- Strategies & Policies
- Culture, Identity & Branding
- Customers, Communities & Partnership

Governance, Legal & Members

Implementation
Governance
Meetings



Transition
Constitution



Unitary Council
Codes of Conduct
and Standards
procedures



Unitary Council
Members &
Officers protocol



Continuing authority
governance and
democratic
arrangements



Members induction
and Development
Programme



Taunton Town
Council
Governance
Review



Options paper for
councillor/ ward
arrangements.



Agreed Wards
and numbers of
councillors for
elections.



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Governance, Legal & Members

Soundly run
Unitary Election
in May 2022




Resources for
Elections



Election
Candidate
Information Pack



Role descriptions
for Unitary
councillors



Member allowance
scheme 2022/23



Definition of a
key decision



Members ICT



Members
Portal



GDPR: ensure
services align with
approach developed
by information mgnt
for new authority



Governance, Legal & Members

Establish initial
Governance /
TORs for each LCN
pilot

Principles of
collaboration & co.
design

Role of the elected
member

Integrated Case
Management
system for IG

Define governance
arrangements
associated with
LCNs

New Member
Induction/
Welcome Pack

SSDC Opium
Power Ltd –
Hand Over Report
& Arrangements

Unitary council
public meeting
venues

Establish data
transparency
principles &
culture

Internal Audit Plan,
Audit Charter and Risk
Strategy approved and
in place

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Registration Approval & Licences

Approved
Structural
Changes Order



S24 Finance
Order



Somerset
Councillor
Declaration of
Interests Register



Consolidation of
schemes of
delegation



Harbour
Legislation



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Process & Transition -Programme Activity

Corporate
Planning
Framework



Interim ICT &
Information
Management
governance framework



Building Control
Out of hours call
outs



Audit and
Alignment of
Duties



Hazardous
Waste



Review & align all
existing Climate
Emergency activities
and actions across the
five authorities



Transition Codes of
Conduct and
Standards
procedures for post
election period



Align all current
Climate Emergency
communication
across the five
authorities



Beach cleaning
Interface with
environmental
enforcement



Process & Transition -Programme Activity

Fuel-Depot held fuel delivered and/or off site supply accounts set up.



Waste & Neighbourhood Plant & Equipment



Inspections of play



Maintenance/ Replacement of play



Service alignment on day 1 for closed churchyards



Amenity mtce Plant & Equipment



Waste & Neighbourhood Health and Safety



EH a single set of service standards and performance indicators



Countryside safety inspection regimes in place



Process & Transition -Programme Activity

List of direct delivery
community health &
leisure initiatives /
programmes
✓

Coastal
Protection
Authority role
✓

Develop an
approach to
Identity Assurance
✓

Up to 4 LCN pilots
by Dec 21
✓

Planning for stable
BAU service
delivery on Vesting
Day
✓

Translation and
Interpretation
Services
✓

Pilotage
Powers
✓

Corporate
Performance
reporting
framework
✓

Process & Transition -Programme Activity

ICT & information management policy, technical governance & standards frameworks



Mobile Telephony



In Flight ICT projects



Audit of Housing numbers & position for each part of the County



Establish data transparency principles & culture



Combined 5 Councils Strategic Risk Register



Service Readiness across the programme for Vesting Day



Process & Transition -HR & People Change

Appointment of
Senior
Management in
Tier 1



Recruitment
Protocol
(transition period)



Internal Comms
Strategy



Environmental
Health Staff Skills
Audit



Staff Networks



Organisational
Change Protocol/
Framework



Single recruitment
process and
protocols



Embedding E, D & I
in the Recruitment
Practice



Statutory and
Corporate
Workforce
Reporting



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Process & Transition -HR & People Change



Systems, Finance & Contracts

e-Recruitment system



Temporary Labour Contracts in place



Business Case Savings Phasing Estimates Agreed



Savings Capture Process for Budget



£18.5m savings identified (savings to be delivered by 31/03/2025)



Council Tax Harmonisation



2023/24 and medium term Revenue & Capital Budget estimates



Baseline assessment report of investments made for yield



Budget Monitoring process for the Implementation Costs



Business Case & Implementation Plan for Unitary Finance system



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Systems, Finance & Contracts

Provide a suite of data captures, including contracts, activity pipelines and spend profiles



Provide a suite of data captures, including contracts, activity pipelines and spend profiles



CAPITA contract plan



Alignment of SWP operations with any new customer service function and/or system



List of funding provided for in flight projects



Countryside & Recreation List of live funded projects



Review and secure Domains for Digital services



Single Learning Management System



Benchmarked Costed Service Structures



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Systems, Finance & Contracts

Somerset Council VAT
and Tax Registrations
Completed



Building Control Fee
Alignment



Trading Standards



2023/24 Fees and
Charges approved



In-year Capital
Budget Monitoring
Process



Network and
Telephony Go Live



Strategies & Policies

A schedule of Public Spaces Protection Orders (and dog byelaws) across the County with their end dates



Records Management Strategy



Single set of HR policies and guidance for new Council



Equality and Diversity Policy



Equality impact Assessment



Unitary Council Whistleblowing Policy



A best practice Risk & Opportunities Management Framework and Strategy



Economic development grant policy



Records Management Strategy



Partnership Strategy Framework



Culture, Identity & Branding

Calendar of
Public Meetings



Vision statement
for the
Behaviours &
Culture Work



Workshops, to
focus on culture
and the new
organisation



Network of
'Culture
Navigators'



Operational
impacts of any
changes to SWP
brand



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Customers, Communities & Partners

Waste &
Neighbourhood
Client function



Continue delivery
of HIA (SIP)
service



CCP customer
engagement and
user centred
approach



Agreed objective,
scope & definition(s)
to enable enhanced
partnership working



New Register
of Partners



Scope and confirm
arrangements for
core grants to
VCFSE



Community
Engagement
Maintained



Equality
Objectives



Principles of
collaboration &
co. design




CCP customer
engagement and
user centred
approach



Customers, Communities & Partners

Define and confirm
geographical areas
for LCNs



Economic
intelligence hub



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LGR Forward Plan of decisions and scrutiny

Last update: on 20 January 2022



LGR Forward Plan

- Outlines the Tranche 1 product decision points, lead-in meetings and forward plans (not including programme updates) for:
 - Joint Scrutiny Committee
 - Implementation Board
 - SCC Executive
 - SCC Full Council
 - SCC Constitution and Governance Committee
 - SCC HR Committee
- This Forward Plan is being used to ensure that Workstreams are confident they have their decision points planned out, considering remaining time and number of meetings before Vesting Day.

2 March 23

- Building & Resident Health and Safety Strategy

14 March 23

- Day 1 readiness
- Post-Vesting Day strategy and governance

(the above are not LGR programme products)

27 February 23

- Digital & Inclusion
- Transition Technology
- Interim Service Standards proposals
- Unitary Council Governance
- Data Strategy
- Asset Management Strategy and Policy Framework
- Budget rent set (incl. HRA and Business Plan and other housing budget approvals)
- Exceptional Hardship Scheme
- Council Plan
- MTFP & other budget approvals

15 March 23

- Private Sector Housing Renewal
- Customer Strategy
- Building and Resident Health & Safety Strategy

22 February 23

- New Organisation Structure for Tiers 1-3
- Non Treasury Investment Strategy
- Treasury Management, Capital & Investment Strategies
- Internal Audit Plan, Audit Charter and Risk Strategy
- Financial Regulations, anti-fraud and whistleblowing policies
- Risk Management Strategy & Policy Framework
- MTFP - final budget
- HRA 30 Year Business Plan
- Confirmation of tier 2 appointments.
- Housing Rent policy
- Revised Constitution
- 23/24 Budget, Tax and Rent
- Asset Management Plan and Policy
- Capital Strategy for Somerset Council
- Council Plan
- Unitary Council Governance

Standing items

- Constitution Review Update

14 February 2023

- Democratic arrangements
- Draft Constitution to recommend to Full Council

February

- Disciplinary
- Grievance and Bullying and Harassment
- Appeals
- Pensions Discretions

March

- Sickness Policy (excluding pay)
- Redeployment
- Purchase Leave Scheme