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 of 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 and 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 deliverd. 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.