

## APPENDIX B

### Strategic Leadership (Political)

#### Summary of key proposals (taken from PID)

- Defined vision for political leadership for Somerset that is aligned with the overall aims of the Pioneer Somerset project.
- Identification and comparison of current political management arrangements in each Somerset authority:
  - Executive structures
  - Organisation of opposition groups
  - Scrutiny arrangements
  - Policy frameworks and budgetary matters
- Agreement of a common method for identifying costs and appraisal of costs for current democratic arrangements
- Options put forward for political leadership and Pioneer Somerset partners to agree on a preferred option.
- Somerset Summit Board formally constituted and linked to each Council's own constitution
- Agreed action plan to deliver the Vision for Strategic Leadership (political)

Strategic leadership (Political)		Stage: 1
Period Covered: Aug- Nov 08		Report Due date: Nov 08
UNDERSPEND: £-	ON BUDGET YES	OVERSPEND £-
Ahead of time	On schedule YES	Behind schedule
<b>Products Completed this period (position statement):</b> See Project plan attached  Draft PID completed Baseline established: current political arrangements, costs appraisal Best practice nationally researched and analysed Options generated Options paper presented to CEO/ Leaders Sept 08 Joint Area Committees paper presented to SSDC Full Council 30 Oct 08		
<b>Actual or Potential problems:</b>  None to date for Phase 1		
<b>Risk update:</b>  Risks are being managed satisfactorily for this workstream and delivery of the programme is on target despite the Programme Manager post being vacant.		

**Project Issues Status:**

The PID agreed - Directors group 19 Aug 08  
Options paper to CEO/ Leaders 26 Sept 08

Phase 2 report from strand lead- 14 Nov 08

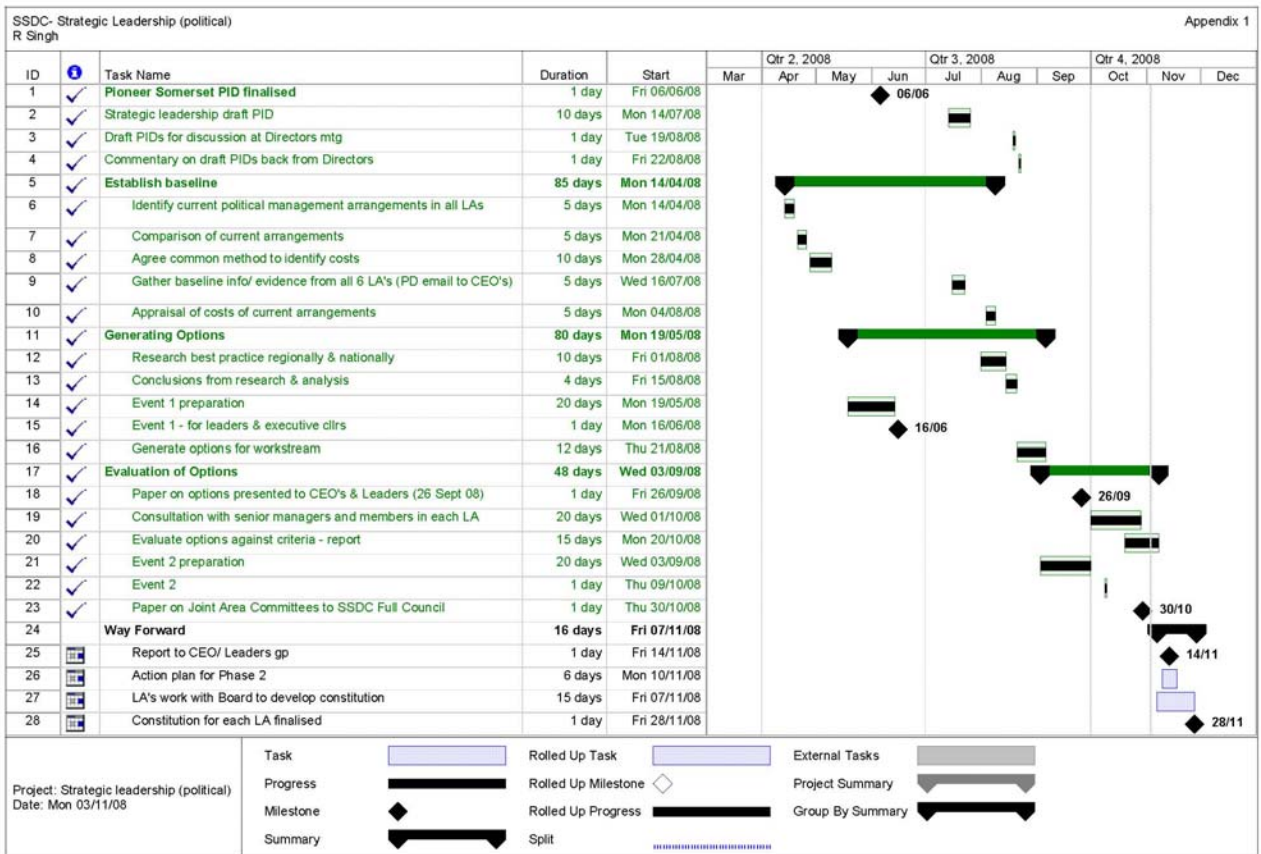
**Budget & Schedule Impact of the changes:**

On target for Phase 1

**Tolerance Situation** (if tolerance level was set by Project Board):

Time: Unaffected  
Cost: Unaffected  
Quality: Unaffected

**Strategic leadership (Political) Project Plan**



**Strategic Management**

Summary/distillation of key proposals (ie not repeating the common 'front end' stuff on vision, pioneer outcomes etc)

## Strategic Leadership (Managerial)

### Summary of key proposals (taken from PID)

- The Strategic Management work-stream aims to explore the options for revised and streamlined strategic management structures across and between the partner authorities in Somerset.
- The primary deliverables of the Project are, as follows:
  - Identify current senior management arrangements in each authority. Review similarities and differences. May 2008
  - Establish costs of current senior management arrangements in Somerset, following agreement of a common method for identifying costs. May 2008
  - Hold independently facilitated event for Chief Executives to: (i) review information and evidence gathered through the programme to date; (iii) build towards consensus of what joined up managerial leadership will look like in practice. June 2008
  - Establish proposals and report to each council for consideration. September 2008.
  - Agree next steps November 2008
  - Any changes to be implemented **from** 1.4.09.

The PID is split into two phases. Phase 1 is where options for delivering the above will be created. With phase 2 of the work stream dealing with implementation of any revised structures.

#### Position statement (i.e. progress that has been made so far)

- The progress so far is that the draft PID has been produced by SDC.
- Discussions have been held between Leaders and CEXs within and between the partner authorities on a range of options for alternative structures. Options have been assessed and a number of future structures identified as workable.
- Preferred options have been costed.
- No wider consultation has been undertaken.
- At the end of phase one there is no consensus on this workstream.

#### Comment on interdependence with other work-streams

Strategic Management – interlinks with the full range of work streams as outlined in the PID. Phase 1 has not seen not involved any joint working between this and the other work streams. It is recognized that decisions taken with regard to this work stream could impact significantly on other pieces of work within the Pioneer programme particularly the shared services work-stream.

#### Barriers to progress with the work-stream

- Political mix / non-alignment across the county
- Differing political and management cultures
- Resilience issues within each authority
- Lack of certainty within the programme at this time.

## Enhanced Strategic Partnership

### Summary of key proposals (taken from PID)

The Enhanced Strategic Partnership workstream aims to deliver integrated and streamlined arrangements for LSPs across Somerset. This will involve having a consistent and integrated approach to strategic planning, identifying community needs, prioritization, performance management of shared targets and outcomes and engaging with the community.

Potentially this represents a significant change in the way that the 6 authorities currently fulfill their statutory responsibility for ensuring economic, social and environmental well-being within their area.

The agreed outcomes identified for this workstream are as follows:

- Agreed approach for streamlining and greater integration of LSPs across Somerset, to meet the demands of CAA and delivery of the LAA;
- Agreed approach for streamlining sustainable community strategies;
- Agreed approach for measuring Community strategy/LAA outcomes

<b>Project:</b>		<b>Stage: 1</b>	
Period Covered: July - Nov 08		Report Due date: Nov 08	
UNDERSPEND: £ N/A	ON BUDGET N/A	OVERSPEND £ N/A	
Ahead of time	On schedule	Behind schedule Yes – see 'Actual or Potential problems' section	
<b>Products Completed this period (position statement):</b>			
<ul style="list-style-type: none"> <li>• A desktop research exercise has been undertaken looking at LSP/LAA arrangements across the country focusing on best practice and beacon councils and councils where excellence in partnership working has been highlighted in inspection outcomes. Given the lack of statutory prescription there is much variation in LSP arrangements. However, there are some strong features of specific models relating to governance which we will want to look at in more detail;</li> <li>• A series (plethora actually!) of recent statutory guidance, research papers, and issue review documents produced by the CLG have been reviewed to identify the core requirements of effective partnership working (in the context of the LGIPH Act) which any integrated arrangements in Somerset will need to fulfill. One of the key requirements will be for authorities to put in place an appropriate planning, performance and delivery framework to ensure the LAA occupies centre stage and that key partnership(s) can draw on accurate, integrated evidence to demonstrate delivery of outcomes for CAA. It is quite clear from this review work that, in order to inform what integrated partnership/governance arrangements need to be put in place/evolved, we need to agree Strategic Planning and Performance Framework for Somerset. Work on this has started. A draft Somerset framework should be available for discussion by end of October.</li> </ul>			

- The Somerset Framework will also provide an opportunity to consider the merits of adopting a Somerset wide cross agency approach to core strategies and policies.
- The Workstream Lead has met with each individual LSP Chair to gain their viewpoint, ideas and feedback on what works well with current arrangements and what might be improved. These views are in the process of being summarised and will inform the on-going process.

**Actual or Potential problems:**

To achieve the outcomes of the workstream we need to look beyond the Pioneer Somerset Programme and the local government 'family' and work differently with other key agencies and organizations. The Sustainable Community Strategy / LAA and CAA and relevant statutory guidance provides the context and key drivers for this work. There is potential therefore for essential development work to be slowed down or diluted and for wider partners to feel insufficient engagement and ownership of emerging proposals. This workstream cannot progress much beyond an initial review and analysis and early ideas without significant involvement of key partners. This has resulted in the workstream being behind schedule in terms of the original Programme PID.

Within the Pioneer Somerset Programme the workstream has inter-dependencies with other workstreams which need to be recognized as this work is moved forward.

**Risk Update:**

- Political will in relation to joined up working
- Insufficient engagement with key partners
- Capacity and resources
- Duplication of effort across workstreams
- Organisational cultural changes not synchronised with Pioneer Somerset outcomes
- PID timescales and governance framework to employ remedial actions and make decisions

**Project Issues Status:**

Status not yet applied.

**Budget & Schedule Impact of the changes:**

As per PID

## Service Devolution

### Summary of key proposals (taken from PID)

- To identify all services currently devolved from (and to) different levels of government
- Involvement of Parish and Town Councils to establish their views and willingness to take on services
- To identify and cost early opportunities for service devolution
- To agree devolvement of services to most appropriate level

Service Devolution		Stage: 1
Period Covered: Aug- Nov 08		Report Due date: Nov 08
UNDERSPEND: £-	ON BUDGET YES	OVERSPEND £-
Ahead of time	On schedule	Behind schedule – YES - but within agreed tolerance limits
<p><b>Products Completed this period (Position statement):</b> See project plan attached</p> <p>Draft PID completed August 08 Devolution survey completed and sent out to Town/ Parish councils 18 Sept 08.</p>		
<p><b>Actual or Potential problems:</b></p> <p>No problems. However the final report cannot be presented in November due to the survey deadline being extended – see Project Issue Status section below</p>		
<p><b>Risk update:</b></p> <p>Risks are being managed satisfactorily for this workstream</p>		
<p><b>Project Issues Status:</b></p> <p>PID agreed - Directors group 19 Aug 08</p> <p>A Survey was sent out 18 Sept 08 to all Somerset Town and Parish councils (copied to all District Councillors for information) to determine current service delivery arrangements and priorities for possible devolution.</p> <p>Following advice from Peter Lacey (SALC) it was agreed to extend the deadline for responses to 12 December. This would provide sufficient time for parishes for completion of the survey.</p> <p>Analysis to take place Dec 08/ Jan 09 to provide top three services for consideration Jan 09.</p>		

**Budget & Schedule Impact of the changes:**

The budget is unchanged. The timescales for completion of the survey have been extended, but are within tolerance limits agreed

Thus this highlight report is presented in advance of completion of the work and presentation of findings.

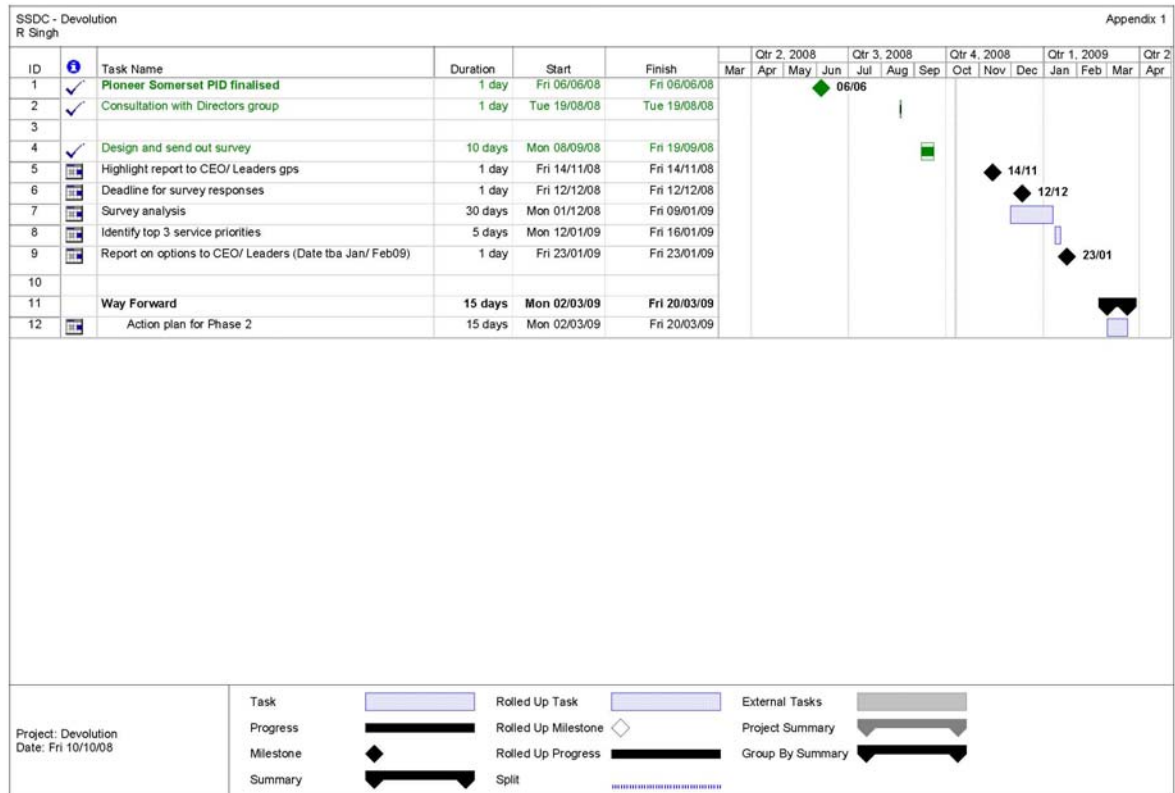
**Tolerance Situation** (if tolerance level was set by Project Board):

Time: Duration extended by 2 months.

Cost: Unaffected

Quality: Unaffected

**Service Devolution Project Plan**



## Community Engagement and Empowerment

### Summary of key proposals (taken from PID)

- A simplified and consistent way for residents and other stakeholders to engage and influence Council services, regardless of where they are in the County, and whether they approach a District Council or the County Council.
- An approach to community engagement based on knowledge of the needs of residents ie. designing the engagement around service users not organisations
- Improvements to decision making and scrutiny by 6 authorities through better engagement and empowerment. This could lead to further opportunities for joint decision making eg. Somerset Waste Board or joint scrutiny so that stakeholders views are reviewed and actioned by all 6 authorities in unison.
- Opportunities for elected member development and greater support for the the role of Councillors as community champions, which could lead to further opportunities for devolution of decision making and services.
- Evolution of joined-up multi-agency engagement and empowerment arrangements at a local level for communities and other stakeholders to influence and participate.

<b>Project:</b>		<b>Stage: 1</b>	
Period Covered: July - Nov 08		Report Due date: Nov 08	
UNDERSPEND: £ N/A	ON BUDGET N/A	OVERSPEND £ N/A	
Ahead of time	On schedule	Behind schedule Yes	
<b>Products Completed this period (position statement):</b>			
<ul style="list-style-type: none"> <li>• Baseline position for community engagement and empowerment approaches across the 6 authorities established - July 2008</li> <li>• Sub-district engagement options report considered across the 6 authorities by Sep 2008</li> <li>• County Council Community engagement and empowerment action plan agreed July 2008</li> <li>• County Councillors invited to attend sub-district arrangements with improved County &amp; District Council engagement with local stakeholders.</li> <li>• Ongoing work between all 6 authorities to improve engagement approaches, including for example:             <ol style="list-style-type: none"> <li>South Somerset: establishment of joint committee arrangements.</li> <li>Taunton Deane: the Taunton Unparished Fund Panel – bringing together county and TDBC councillors to allocate County Local</li> </ol> </li> </ul>			



Initiatives Budget and TDBC unparished area monies to local projects. In addition discussions have commenced in relation to further developing the Taunton Community Partnerships under the governance of the Taunton LSP.

iii. West Somerset: the West Somerset Strategic Partnership has expanded its membership to include the four local county councillors.

- Progress with the County Council's Community Engagement action plan is being reviewed by the County Council in November.

**Actual or Potential problems:**

The structured approach set out in the Programme PID to deliver this workstream has not proved possible to implement as was planned.

It has proved difficult to construct a meaningful PID for this workstream given the wide ranging nature of the topic, the emerging national policy framework and significant overlaps between this workstream and the workstreams covering Strategic Leadership (Political), Enhanced Strategic Partnership working, Service Devolution, Customer Access and Shared Services.

For example, the Strategic Leadership (political) workstream will need to consider decision-making to involve local communities and the potential for joint scrutiny arrangements with a greater level of community involvement – as set out in the recent White Paper 'Communities in Control'. Customer satisfaction is also driven by improving and simplifying access to services which is picked up within the Customer Access Workstream.

The original Pioneer PID set a milestone for community engagement in year 1 of a single countywide approach to consultation and research. This would clearly be a shared service and also links very closely with work being developed by other key public sector partners including the Police and NHS as signatories to the LAA and contributors to NI 4 - the % of people who feel they can influence decisions in their locality. This takes us into the realm of enhanced strategic partnerships, where shared information plus consultation and research will be required to underpin effective partnership working and the performance management of LAA.

These comments suggest that a different approach is required to the treatment of this workstream and the covering report picks this issue up. It is suggested that:

- 1) the community engagement workstream is integrated across the Pioneer programme with the core workstreams required to consider how projects will help to enhance community engagement;
- 2) the White Paper 'Communities in Control' be used to provide a framework for checking that the necessary developments have been captured effectively within the programme.
- 3) the workstream lead assumes the role of Theme Champion, ensuring the workstream PIDs demonstrate how deliverables contribute to delivery of White Paper objectives.

**Risk update:**

As per PID

**Project Issues Status:**

Status not yet applied

**Budget & Schedule Impact of the changes:**

As per PID

## Workforce Development

### Summary of key proposals (taken from PID)

- Identify current workforce development gaps for each authority and the respective needs based on current HRM forecasts. Conduct a cross authority Gap Analysis of the findings and develop a cross authority Needs Analysis based on current thinking.
- Identify workforce development pockets of good practice in each authority and consider how to maximize benefit from them, including secondments, work experience etc.
- Develop strategies and protocols that permit a more joined up approach and process to recruitment, progression and succession planning on an inter-organisational basis, cognizant of the needs to recognize each of the employing authorities terms and conditions etc.
- Develop an inter-organisational recruitment and redeployment protocol that links to the people outcomes for each of the respective workstreams in order to minimize the personal impact of post reductions as a consequence of Pioneer Somerset.

<b>Project:</b>		<b>Stage: 1</b>	
Period Covered: July - Nov 08		Report Due date: Nov 08	
UNDERSPEND: £-N/A	ON BUDGET N/A	OVERSPEND £-N/A	
Ahead of time	On schedule	Behind schedule Yes	
<b>Products Completed this period (position statement):</b> The PID and the suggestions put forward have not yet been discussed with the representatives of each council, although a meeting has now been arranged in order to obtain a consensus of opinion.			
<b>Actual or Potential problems:</b>  This PID is dependent on the level of aspiration that each council wishes to exercise concerning workforce development issues, as well as the impact that the other PIDs will have on the respective workforces. For example, one of the key outputs will be the development of Workforce Development Strategies for each council that link in some shape or form to each other. If, through a partnership approach, Pioneer Somerset wishes to extend its thinking beyond the confines of each organisation, then it ought to be feasible to produce one joint workforce development strategy for us all. Not only would this be invaluable for Pioneer Somerset, but also helpful in terms of the Key Lines of Enquiry of the CAA.  Each Council has its own strengths in different aspects of workforce development and it would seem to be sensible to build on this, by specific council's taking the lead on those			

aspects of workforce development in which they are already the strongest players. Again, dependent on the views of Pioneer Somerset, this lead authority approach could be simply to lead in the coordination of certain workforce development issues on behalf of each council, or perhaps go that step further and not only lead but also deliver specific aspects for and on behalf of each council.

There will be substantial dependence in what transpires from the other workstreams and most particular will be that which relates to managerial leadership, as this PID is forward looking in terms of the needs of the future workforce.

The greatest barrier to progressing this workstream is uncertainty with regard to the future. We need to be clear as to what the make up of two tier local government will be in Somerset over the next 5 to 10 years. We need to ascertain what we will deliver ourselves and what others will deliver on our behalf. Once we have ascertained this, we will be better able to judge the size of our future workforce, the demands placed upon it and the requirements for its development.

We also need to determine what we mean by 'our workforce' in terms of whether we wish it to remain organisationally 'employed' and focused or perhaps 'employed' or focused on the place of or within Somerset.

**Risk update:**

As per PID

**Project Issues Status:**

Status not yet applied.

**Budget & Schedule Impact of the changes:**

As per PID

## Customer Access

### Summary of key proposals (taken from PID)

#### Year 1

- Single customer access strategy in place – incorporating common standards for all customers (Nov 08).
- Pilot(s) of joined up approaches to customer access in place, to inform strategy development and implementation (Nov 08)

#### Year 3

- One consistent approach to customer access embedded and being delivered in localities across Somerset.

Project:		Stage: 1	
Period Covered: Aug- Nov 08		Report Due date: Nov 08	
UNDERSPEND: £-	ON BUDGET	OVERSPEND £-	
Ahead of time	On schedule	Behind schedule	
<b>Products Completed this period (position statement):</b> See Project plan attached  Draft PID created			
<b>Actual or Potential problems:</b>  No discussion has yet taken place between the Councils about the content and scope of the PID and it therefore remains as a draft.			
<b>Risk update:</b>  As above – once discussions take place on the draft PID there may be risks to this project stemming from the provision of customer access by SWOne to two of the Councils.			
<b>Project Issues Status:</b>			
<b>Budget &amp; Schedule Impact of the changes:</b>  The lack of progress on this workstream will put pressure on the future timetable to achieve one consistent approach to customer access across Somerset by Year 3.			
<b>Tolerance Situation</b> (if tolerance level was set by Project Board):  Time: Cost: Quality:			

## Sector Led Support

### Summary of Key Proposals (Phase 1 of the programme)

- Identify current areas of weakness and areas where support is needed or requested by each authority.
- Identify areas where mutual aid arrangements already exist between partners.
- Review best practice and guidance in approaches to mutual aid in other two tier areas, both regionally and nationally.
- Identify barriers and opportunities for mutual aid in Somerset.
- Identify 'quick wins' - arrangements for mutual aid that can be put in place by the end of the first year of the programme.
- Identify opportunities for innovation and next practice.

<b>Project:</b>		<b>Stage: 1</b>	
Period Covered: Aug - Nov 08		Report Due date: Nov 08	
UNDERSPEND: £-N/A	ON BUDGET N/A	OVERSPEND £-N/A	
Ahead of time	On schedule	Behind schedule Yes	
<b>Products Completed this period (position statement):</b>			
<p>To date none of the project deliverables for phase 1 of the programme have been completed, although work is ongoing to achieve these and should be drawn together by the end of November, including:</p> <ul style="list-style-type: none"> <li>• We are liaising with performance officers at all 6 authorities to gain their input into self-assessing their areas of weakness and areas where support is needed. We are also using the latest Audit and Inspection reports from the Audit Commission to inform our assessments.</li> <li>• Some existing arrangements for mutual aid have already been identified. These are being reviewed to help identify potential barriers to future mutual aid arrangements.</li> <li>• Some areas of excellence and expertise across all 6 authorities have been identified but a more comprehensive picture is being built.</li> <li>• A range of best practice has been identified between authorities across the country.</li> </ul>			
<b>Actual or Potential problems:</b>			
<p>This PID characterises how partners can work together to deliver the Pioneer Somerset programme. It requires input from all partners to self assess areas of weakness and to be open to change, in order to learn from one another effectively. Each Council has its own strengths and examples of excellent service delivery and needs to commit to sharing best practice to drive service improvements across Somerset.</p>			

As this PID characterises how partners can work together to deliver the Pioneer Somerset programme it will therefore contribute to all other workstreams. Inevitably, arrangements for mutual aid may also develop into opportunities for other Pioneer Somerset workstreams, in particular there is clear overlap with:

- Strategic Leadership (Managerial) - Mutual aid arrangements will make a key contribution to this work streams objectives including; joined up senior management arrangements, embedded inter-authority working and creating joined up strategies.
- Workforce development - Opportunity to use mutual aid to enhance workforce development, particularly where skills are scarce. Each council has its own strength in different aspects of workforce development.
- Shared Services - Mutual aid arrangements may interrelate with opportunities to establish shared services.

Greater value added could therefore be achieved by embedding sector led support as a cross cutting theme across all other workstreams to reduce duplication of effort.

In order to progress the work of this PID, resources need to be identified to support the project, including senior staff.

**Risk update:**

As per PID.

**Project Issues Status:**

Status not yet applied.

**Budget & Schedule Impact of the changes:**

## Shared Services

### Summary of key proposals (taken from PID)

The primary deliverables of the Project, as agreed within the Pioneer Somerset PID, are as follows:

- Agreement of phased programme of shared service delivery (Nov 08)
- Agreement of preferred service delivery options as part of Phase 1 (Nov 08)
- 'Quick wins' identified and implemented (Nov 08)
- District-district shared service options implemented (July 2011)
- County-district shared service options – started to deliver (July 2011)
- On target for efficiency savings outcome (July 2013)

The following approach was approved at the Somerset Chief Executives' meeting of 15 February 2008:

- Capture information on service costs across all authorities in agreed format.
- Somerset Finance Officers to review figures for consistency and comparability
- Categorise services into three 'blocks': district only, county only and 2-tier.
- Joint workshop with Pioneer Somerset Directors Group to: share categories; identify 'sore thumbs'; identify savings opportunities within each of the three categories.
- Report to CEOs – outlining the addressable budgets across the three categories.
- Determine phased programme of shared service delivery, based on the savings opportunities across the three categories. Each shared service area will become a work stream, with delivery options generated for each. Current shared service projects and investigations will feed in to the phased programme.
- Evaluation of shared service options identified in phase 1.
- Sign off of 'phase 1' shared service favoured options by Pioneer Somerset Board

Shared Services		Stage: 1
Period Covered: Aug- Nov 08		Report Due date: Nov 08
UNDERSPEND: £-	ON BUDGET YES	OVERSPEND £-
Ahead of time	On schedule	Behind schedule YES
<b>Products Completed this period (position statement):</b>		
<p>Draft PID completed            Analysis of current shared services 'activity' within the County            Consideration of options for shared services across the District Councils only and across the County Council and District Councils            Prioritisation matrix developed to 'score' shared services options on basis of ease of delivery, speed of delivery, probability of success and impact on delivering Pioneer outcomes of efficiency savings, improved customer satisfaction and improved reputation.            On the basis of the matrix referred to above, agreement that the priorities for shared service delivery are, in terms of County / District services:</p>		

- Streetscene (inc equipped play, playground inspections, ROW)
- Regeneration / Major Applications
- Communications / Consultation / Marketing
- ED / Tourism / Rural Development

In terms of District / District services the priority for shared service delivery is within Housing (inc Strategy / Allocations / Private Sector / CBL / Research / Rural Housing / Housing Repair / Homelessness)

**Actual or Potential problems:**

None to date for Phase 1

**Risk update:**

Risks are being managed satisfactorily for this workstream and delivery of the programme is on target despite the Programme Manager post being vacant.

**Project Issues Status:**

The PID agreed  
Priorities matrix agreed

**Budget & Schedule Impact of the changes:**

On target for Phase 1

**Tolerance Situation** (if tolerance level was set by Project Board):

Time: Unaffected  
Cost: Unaffected  
Quality: Unaffected