

APPENDIX E



PIONEER SOMERSET PROGRAMME PIDs

**PIONEER SOMERSET
STRATEGIC LEADERSHIP (POLITICAL)**

PROJECT INITIATION DOCUMENT (PID)

ID: PS/SLP/SSDC

Version: 1.0

Author: R Singh

Date: July 2008

Project Initiation Document

1. Background

- 1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:
- Mendip District Council
 - Sedgemoor District Council
 - Somerset County Council
 - South Somerset District Council
 - Taunton Deane Borough Council
 - West Somerset District Council
- 1.2 This project covers the Strategic Leadership (political) work stream of the Pioneer Somerset programme. The PID sets out the objectives and scope to deliver the outcomes required for Strategic Leadership that local authorities would ultimately like to see delivered through an enhanced system of two tier local government.

2. Outline Business Case

Leaders and Chief Executives of all Somerset councils have agreed the following Vision and Supporting Principles:

Vision

By 2013, the county and 5 district councils of Somerset will be working cooperatively together where this succeeds in delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.

Supporting Principles

- To work together effectively
 - To reduce costs
 - To increase value for money
 - To establish joint governance arrangements when working in partnership
 - To devolve service delivery to the most appropriate level
-

Project Initiation Document

An overall statement that local government in Somerset need to be “**better for residents and better for communities**” was also developed by council leaders.

This project contributes to the programme required to deliver the Vision and supporting principles.

3. Project objectives and scope

3.1 Project objectives

Define the vision for political leadership for Somerset that is aligned with the overall aims of the Pioneer Somerset project.

To put forward options for political leadership and facilitate Pioneer Somerset partners to agree on a preferred option.

Somerset Summit Board formally constituted and linked to each Council's own constitution

3.2 Project scope

Pioneer Somerset is a five year programme, starting in April 2008 and finishing at the end of March 2013. The programme is divided into two phases:

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

This PID is concerned with phase 1 of the Pioneer Somerset programme for the Strategic Leadership (Political) work stream.

This project includes:

- Defining the Vision for political leadership for Somerset
 - 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 considered by Chief Executives and Leaders
-

Project Initiation Document

- Constitution and any new political arrangements formalized and linked to each council's own constitution.
- Produce an agreed action plan to deliver the Vision for Strategic Leadership (political)

Exclusions

This project does not include:

- any workstreams other than Strategic Leadership (political)
- Phase 2 (implementation) of the preferred option.

Constraints on the project (e.g. resource availability)

There are none at present. Resource has been made available:

Pioneer Programme Manager: 3 days per month

SSDC resource: as required

Chief Executive,
Corporate Director,
Project Officer.

Other staff will be made available as required throughout the project, eg Communications officer, HR etc

Interfaces to other projects and/or systems

This project is one of the 9 work streams that fall within the scope of the Pioneer Somerset programme.

Dependencies on other projects or parts of the business.

This project is running in parallel with the work of the other workstreams and aspects will include joint working across all the local authorities. It must align with the overall aim of the Pioneer Somerset programme.

Project Initiation Document

4. Project deliverables

The aim of Phase 1 of the Pioneer Somerset programme is to:

Deliver (by end November 2008) a comprehensive action plan for consideration by the Pioneer Somerset Board and each individual council.

Key deliverables for the Strategic Leadership (political) workstream:

1. A Vision for political leadership across Somerset
2. Paper on options presented to Chief Executives and Leaders (Sept 08)
3. Event 1 - to build greater ownership of the Vision for enhanced two-tier working, to identify barriers and opportunities and to build consensus of what political leadership will mean in practice (June 08)
4. Event 2 – to generate a detailed understanding of options and obtain consensus from Executive Board members on the best option that would be implemented. (Oct 08)
5. Action plan for implementation of agreed way forward during Phase2. (Nov 08)

5. Project approach

The Pioneer Somerset PID provides the framework and identifies the key tasks that need to be carried out to deliver the desired outcomes for this project and subsequently the overall programme.

Partner local authority Chief Executives have been assigned responsibility for one or more of the work streams included in the scope.

The programme manager who been recruited to manage the Pioneer Somerset programme will oversee this project.

No assumptions have been made as to how political leadership should work in Somerset in the future.

Research on political leadership models, establishment of the baseline and current practices will inform the paper presenting suitable options. These will be evaluated discussed and agreement reached on a preferred option for Somerset.

Project Initiation Document

6. Project Plan

The project plan for this work stream is attached at Appendix 1

Milestones have been set to align with the overall Pioneer Somerset PID and to meet the required timescales.

7. Organisation – roles and responsibilities

Resource	Requirement
Phil Dolan (CEO SSDC)	2 days per month
Rina Singh (Director, SSDC)	8 days per month
Sue Eaton (SSDC project manager)	10 days per month
Donna Parham (Finance)	4 days per month
Ian Clarke (Legal advice)	4 days per month
Dawn Haydon (Communications)	2 days per month

Additional officers will be utilized as required during the project

8. Project costs

Overall cost of the project

Funding from LIFT SW: £19k

SSDC staff time: £103k

Event 1: £4400

Event 2: £4400 (estimated)+ £ 2000 facilitator cost

9. Project quality

The deliverables will be reviewed and approved by the Pioneer Somerset Chief Executive and Leaders group. Quality will be achieved by clear objectives and targets set and close monitoring of the project throughout.

Highlight and exception reports will be presented to Chief Executive and Leaders. Any changes and issues arising are considered by the Project Board using the off specification & change request reports.

Risks have been logged and controlled and tolerance reported and actioned.

The final action plan must be signed off by all partners before phase 2 (implementation) can be commenced.

Documents are controlled through version control and securely stored electronically.

Project Initiation Document

10. Project controls

The project will be controlled and managed through use of the Prince 2 project management methodology as recommended by Government and best practice.

Overall responsibility is allocated to the Director's Board and delegated on a day to day basis to the Project manager.

The Director's Board will meet on a fortnightly basis and kept informed through exception and highlight reporting.

11. Risk management

Risks are managed throughout the project and key risks are identified in the Risk Log. Risks can be identified at any stage and the Project Board will determine the most suitable response and required actions.

12. Communications

Communication officers from each authority meet on a regular basis to take the communication plan forward. Responsibility for Communications has been assigned to Bruce Lang who is on the Director's Board.

Communication lead on the Director's Board is responsible for the overall delivery of the communications plan.

It has been agreed that different levels and forms of communication will be used including the use of a dedicated micro site for communication for all stakeholders.

Communications Plan – as per the agreed Pioneer Somerset Communications Plan.

Signed:

Position:

.....

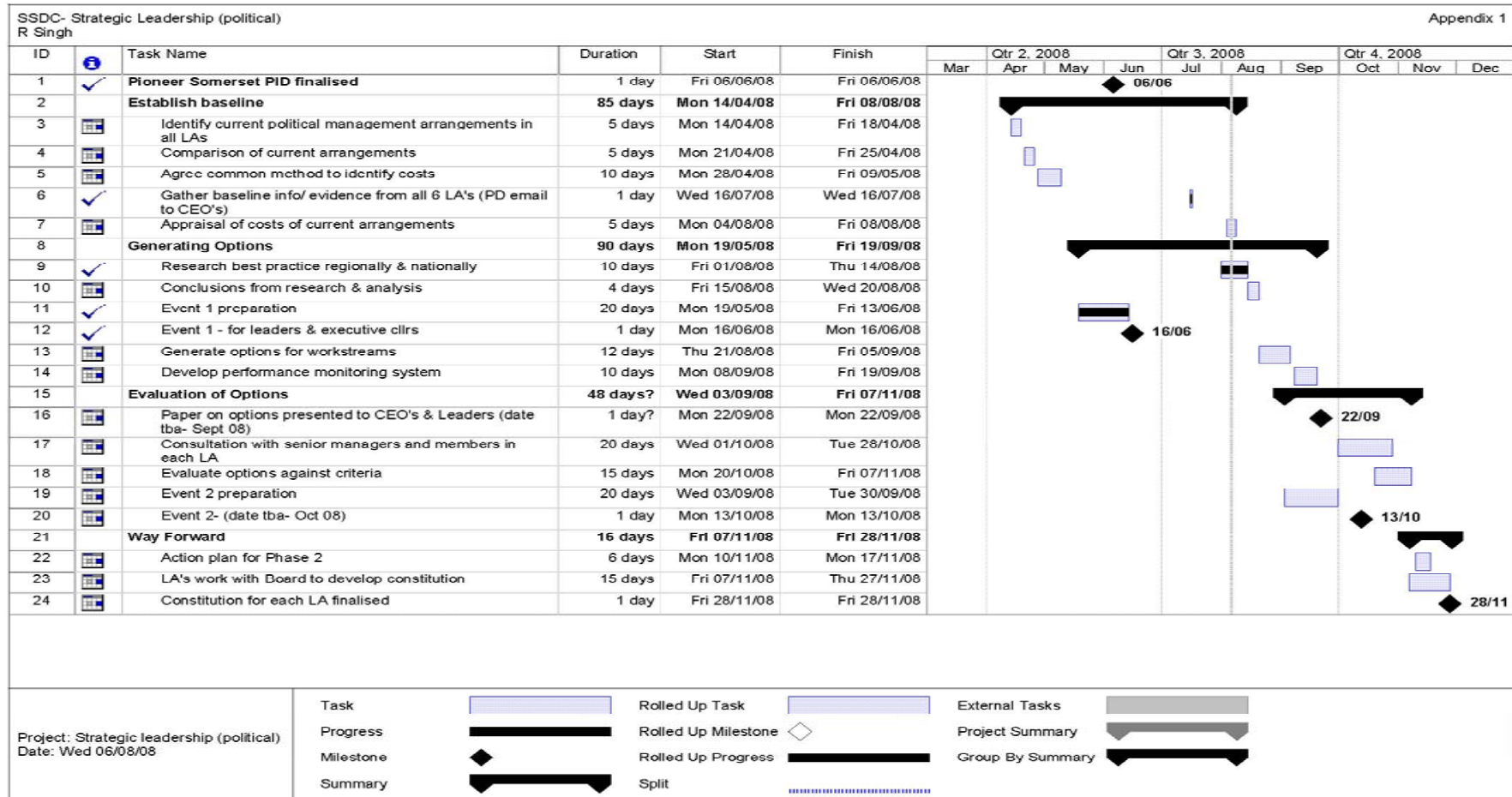
Directorate:

Date:

.....

Project Initiation Document

Please note dates need to be firmed up within the overall timetable.



PIONEER SOMERSET

STRATEGIC LEADERSHIP (MANAGERIAL)

WORKSTREAM

PROJECT INITIATION DOCUMENT

(PID)

FIRST DRAFT

ID:

Version: v1.0

Author: A Griffin

Date: 4/8/2008

Project Initiation Document

1. Background

1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:

- Mendip District Council
- Sedgemoor District Council
- Somerset County Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset District Council

1.2 Leaders and Chief Executives of all Somerset councils have agreed the following Vision:

“By 2013, the county and 5 district councils of Somerset will be working in a seamless and fully integrated way, delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.”

The following Outcomes have also been agreed:

➤ Outcome 1 – Efficiency

To achieve annual revenue savings arising from enhanced two-tier working of £20m, by 2012/13 (Base year: 2007/08).

➤ Outcome 2 - Customer satisfaction

For every principal local authority in Somerset to achieve levels of overall resident satisfaction in the National top quartile, by 2013.

➤ Outcome 3 – Reputation and Partnership Working

1.3 To achieve a marked improvement in the perception, reputation and recognition of Somerset and each of its local authorities, including positive direction of travel and use of resources ratings in the new Comprehensive Area Assessment of level 3 or above, by 2013.

1.4 Pioneer Somerset is a five-year programme, starting in April 2008 and finishing at the end of March 2013. The programme is divided into two phases:

- Phase 1 – Development (year 1)
 - Phase 2 – Implementation (years 2-5)
-

Project Initiation Document

- 1.5 The aim of Phase 1 of the programme is to:

Deliver (by end November 2008) a comprehensive action plan for consideration by the Pioneer Somerset Board and each individual council.

The action plan will clearly establish the measures that will need to be undertaken to deliver the agreed vision, supporting principles and outcomes set out in section 2 of this PID.

A series of further Project Initiation Documents will be appended to the action plan, with further bids for LIFT funding as appropriate

- 1.6 Leaders and senior managers of all Somerset local authorities have considered the areas that need to be within the scope of the Pioneer Somerset Programme, and are as follows, organised into three main groupings:

POLICY

- Strategic Leadership (political)
- Strategic Leadership (managerial)

PLACE/LOCALITY

- Enhanced Strategic Partnership Working (LSPs)
- Community engagement and empowerment
- Service Devolution

SHARED SERVICES

- Workforce Development
- Customer Access to Services
- Sector Led Support
- Shared Services

- 1.7 Each of the above nine areas are therefore the identified work streams of the Pioneer Somerset Programme, and conclusions from each of these will be drawn together into the comprehensive action plan delivered at the end of Phase 1 of the Programme (November 2008).

- 1.8 ***This PID is therefore a development of the Strategic Leadership (Managerial) work stream, and is intended to generate options for managerial leadership across the county in order to deliver the agreed vision and desired outcomes for enhanced two-tier working.***
-

Project Initiation Document

2.0 Outline Business Case

- 2.1 It can clearly be seen from the background information how the Strategic Leadership (Managerial) work stream contributes to the overall achievement of the Pioneer Somerset Programme, and in particular how it will support a range of the other workstreams.
- 2.2 *Phase one of this work stream will explore the possible options for revising and realigning the Strategic Management Structures of the partner authorities with recommendations coming forward at the end of phase one.*
- 2.3 The agreed Outcomes, identified within the Pioneer Somerset PID, for the Strategic Leadership (Managerial) work stream are as follows:

Year 1

- Revised senior management arrangements to be proposed, linked to phased programme of shared service delivery by Nov 08.
- Protocol agreed for inter-authority working and joint strategy development (Nov. 08).

Year 3

- Agreed senior management arrangements implemented.
- Inter-authority working embedded (culture).
- Stronger inter-agency management arrangements (e.g. joint commissions).
- Joined up strategies across tier the norm, with scope for local tailoring/actions.

3.0 Project Objectives and Scope

- 3.1 The outcomes of the Strategic Leadership (Managerial) Project are identified above.
- 3.2 This work stream would serve to underpin the work of the Shared Service work stream and provide a direction and focus on which to build to both improved services to the public and generate significant efficiency savings.
- 3.3 The project will also contribute to the achievement of NI 179
- 3.4 The scope of the project will involve all partners both County and Districts.
- 3.5 This work stream will **not** involve the 3rd tier of local government within Somerset, except in a consultation capacity.
- 3.6 This Project will potentially have inter-dependencies with other Pioneer Work Streams, in particular:
- **Strategic Leadership (Political)**
These work streams will be intrinsically linked throughout phase one and beyond.
 - **Community engagement and empowerment**
The links with this work stream are currently anticipated to be limited.
-

Project Initiation Document

- **Service Devolution**
If significant changes to the strategic leadership management structures this will have the potential to impact on service devolution. This will be re-assessed after phase one.
- **Workforce Development**
There is undoubtedly a significant overlap between the Strategic Leadership (Managerial) work stream and that of Workforce Development and clear communication between these will need to be maintained. In order to successfully deliver change at the strategic level while maintaining capacity and resilience a clear and deliverable work force plan including re-deployment will be essential. The two work streams will need to provide for the potential resource
- **Customer Access to Services**
All work streams will link with customer access and it is anticipated that any decisions resulting in a new strategic management structure will have an impact on the CS work stream rather than vice versa.
- **Sector Led Support**
Depending on the services under consideration, there may well be overlaps between this work stream and that of Strategic Leadership (Managerial).

- 3.7 The main constraints on this project, the majority of which have been identified within the Risk Management section of this PID are as follows:
- Political and/or managerial resistance
 - Poor communications leading to confusion and issues of trust.
 - Organisational differences and resistance to change and or compromise.
 - Organisational cultures, both political and managerial
 - That the project does not run to time – through insufficient resources being made available to support it,
 - The complexity of support services provision across the county may hinder progress

For this work-stream the most significant risks are expected to be cultural and political rather resource related.

4.0 Project Deliverables

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
-

Project Initiation Document

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.

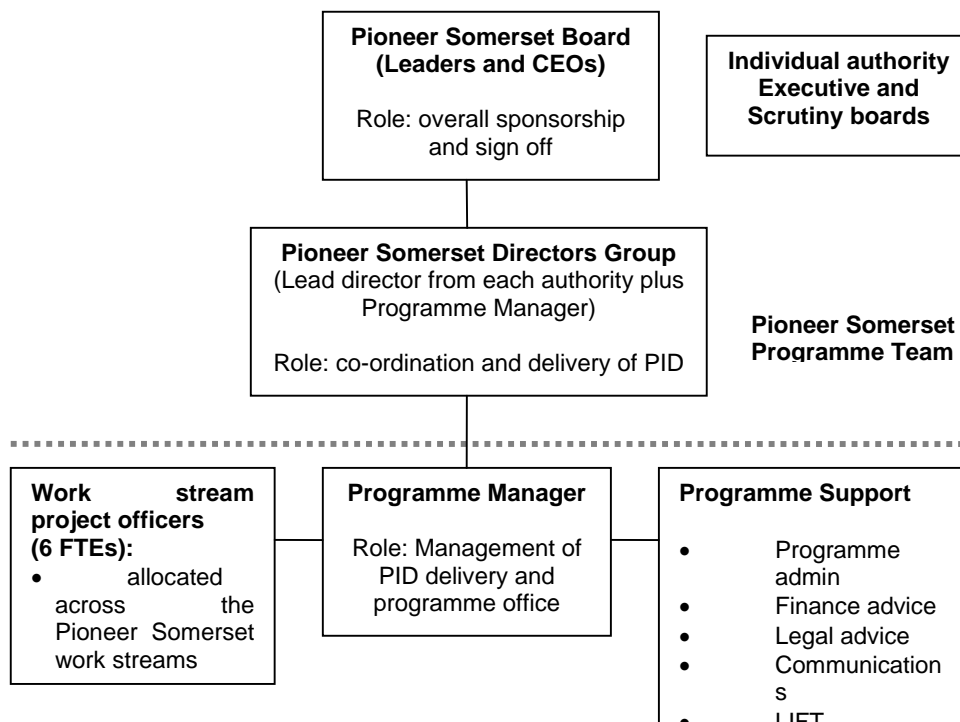
5.0 Project Approach

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

- Capture information on management costs across all authorities in agreed format.
- Somerset Finance Officers to review figures for consistency and comparability
- Report to CEOs – outlining possible options for preliminary consideration.
- Report to each Council Autumn 2008

6.0 Organisation – Roles and Responsibilities

6.1 The Strategic Leadership (Managerial) project is just one of the work stream projects sitting under the 'umbrella' of the Pioneer Somerset Programme. As such, its organisation is dictated by that agreed by the Programme as follows:



Project Initiation Document

6.2 *Kerry Rickards, SDC, will be the project lead for this project.*

6.3 Allison Griffin will take the Director Lead.

7.0 Resource Requirements (including people)

The indicative resource requirements to deliver the SLM project are as follows:

Resource	Requirement
Kerry Rickards (CEO, SDC)	2 days per month
Allison Griffin (Director, SDC)	2.5 days per month
SROs in each authority	2.5 days per month
Programme Manager	1 day per month
Finance Officer allocated to Project	Up to 0.5 days per month
Legal advice on shared services, procurement, etc	Up to 1 days per month

Days estimated are for phase 2 of the project post November with the exception of the CEO which applies to phases 1 & 2.

8.0 Project Costs –

Funding Area	Annual Cost (£'000s)
Lead Officers within SDC	24
Shared Services SROs in each authority	30
Programme Manager	4 (funded from LIFT SW)
Finance Officer allocated to Project	1.5 (part funded from LIFT SW)
Legal advice on shared services, procurement, etc	4 (part funded from LIFT SW)
Conference expenses, best practice visits, mileage, subsistence, etc	1 (part funded from LIFT SW)
SUB TOTAL	64.5
Potential LIFT SW funding (Pioneer)- backfilling other	19 3
TOTAL COST	42.5

Project Initiation Document

9.0 Target Savings

9.1 The target savings have not been fully assessed and would depend very much on the strategic approach which were to be taken.

10.0 Project Quality

10.1 The project quality will be the responsibility of the Chief Executive Sponsor and Lead Director in consultation with the Programme Manager. As such, regular reviews and/or audits will be undertaken to ensure that the project is being delivered in accordance with the requirements of both this PID, and the overarching Pioneer Somerset PID.

11.0 Project Controls

Programme Manager to consider methodology and / or processes required, as these will need to be consistent with other work streams.

1. Define any controls on the project (e.g. Project Board reviews, management reporting).
2. Specify any project specific review points during the project process.

12.0 Risk Management

Describe any known risks in terms of the risk, its probability, its potential impact and explain how each risk will be managed. The template **Risk Log (TP08)** is available from the intranet and can be attached to this document as an appendix.

Signed: Position:

Directorate: **Date:**

Project Initiation Document

**PIONEER SOMERSET – ENHANCED STRATEGIC PARTNERSHIP
WORKSTREAM**

**PROJECT INITIATION DOCUMENT
(PID)**

ID: <Doc ID>
Version: 1.0
Author: Caroline Gamlin
Date: 28 August 2008

Project Initiation Document

1. Background

1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:

- Mendip District Council
- Sedgemoor District Council
- Somerset County Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset District Council

1.2 Leaders and Chief Executives of all Somerset councils have agreed the following Vision:

“By 2013, the county and 5 district councils of Somerset will be working in a seamless and fully integrated way, delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.”

The following principles have been agreed for Pioneer Somerset:

- To work together effectively
- To reduce costs
- To increase value for money
- To establish joint governance arrangements when working in partnership
- To devolve service delivery to the most appropriate level

Pioneer Somerset will be a five year programme, starting in April 2008 and finishing at the end of March 2013. The programme will be divided into two phases:

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

The main output of phase 1 will be a comprehensive action plan to establish the measures that will be needed to deliver the Vision and supporting principles detailed above.

The scope of the Pioneer Somerset programme covers nine areas within three groupings as follows:

Policy

- Strategic Leadership (political)
- Strategic Leadership (managerial)

Place/locality

- Enhanced Strategic Partnership Working (LSPs)
- Community engagement and empowerment
- Service Devolution

Project Initiation Document

Shared services

- Workforce Development
- Customer Access to Services
- Sector Led Support
- Shared Services

This PID is for the enhanced strategic partnership workstream listed above.

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

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.

2. Outline Business Case

Currently the county has 6 Sustainable Community Strategies each describing a vision and long term objectives and challenges for specific areas of the county and the overall county. These are developed in partnership with a wide range of agencies and organizations through 6 Local Strategic Partnerships (LSPs) and a variety of sub group arrangements. There is much common membership across the LSPs and current arrangements can be described, at best, loosely federated. This framework was introduced by legislation in 2000 and now needs to be reviewed to take account of the challenges of the LGIPH Act 2007.

Recently the Local Area Agreement has proved to be a positive and successful mechanism for achieving consensus on the most important priorities which need to be addressed in Somerset together over the next 3 years. A similar degree of integrated working and consensus now needs to be achieved in respect of longer term challenges and priorities and the overall vision for Somerset in the future.

The enhanced strategic partnership workstream supports two of the Pioneer Somerset objectives.

Outcome 2 – Customer Satisfaction – the new CAA performance framework introduced by the LGIPH Act 2007 places greater emphasis on the views of residents, how satisfied they are with the area where they live and in particular the degree to which they feel they can influence, at a local level, decisions which affect them. The multi agency/multi partnership work undertaken to delivery the LAA needs to be translated in a way which is meaningful to residents e.g what difference has it made to them and to their community? Whatever the pattern of local government in Somerset, communities will always be ‘single tier’; residents are not interested in which agency or organization does what, but they are interested in how collective actions make a difference to the place where they live, that they receive a consistently high level of service irrespective of where they live; and have confidence that public services represent good value for money. The new bi-annual Place Shaping residents survey commencing this autumn will reflect how residents feel about these issues, be an important part of the evidence base for CAA, and provide a collective view about the effectiveness of partnership working in Somerset amongst the 6 authorities and other key partners. A more streamlined and integrated approach to strategic partnership working in Somerset will help residents and communities to better understand how the social, economic and environmental issues in their area are being tackled; confidence that their needs are understood by all agencies and

Project Initiation Document

that they are informed, consulted and involved in ways that are relevant and joined up.

Outcome 3 – Reputation and partnership working – Whilst our key driver is to ‘chase the improvement, not the grade’, the annual area assessment will be an important and public judgement about the extent to which key agencies and partners have worked together to improve the quality of life for residents, businesses and visitors and improved the prospects for the area. Success in this workstream will bring collective benefits for all 6 authorities in their relationships with local communities and close the gap between how residents perceive the services they receive and their more general view of local government.

The agreed outcomes identified within the Pioneer Somerset PID for the enhanced strategic partnership workstream are as follows:

Year 1:

- Agreed approach for streamlining and greater integration of LSPs across Somerset, to meet the demands of CAA and delivery of the LAA (Nov 08);
- Agreed approach for streamlining sustainable community strategies (Nov 08);
- Agreed approach for measuring Community strategy/LAA outcomes (Nov 08).

3. Project objectives and scope

3.1 The outcomes of this workstream are identified above and once implemented will support the overall objective of Pioneer Somerset – *better for residents, better for communities*. Essentially the local government ‘family’ in Somerset will have agreed to work together differently in partnership with other key agencies and organizations to support the delivery of the outcomes which matter most to residents, businesses and communities.

3.2 The project will potentially have inter-dependencies with other Pioneer Somerset workstreams, in particular:

- **Strategic Leadership (political)** LAs need to ensure that in designing local strategic partnerships that the role and profile of executive elected members is provided for.
- **Strategic Leadership (managerial)** There is a link to the way in which individual authorities deploy resources to fulfill their ‘well-being’ responsibilities.
- **Community Engagement & Empowerment** There are intrinsic links with this workstream as outlined above under ‘customer satisfaction’
- **Service Devolution** Potential implications for LAA partnership delivery planning
- **Customer Access** – Cross cutting across all workstreams
- **Shared Services** – Potential opportunities especially in respect of policy and strategy development.

Project Initiation Document

4. Project deliverables

The key deliverables, as agreed within the Pioneer Somerset PID, are:

- Review current LSP role and governance arrangements across Somerset in light of current guidance (e.g place-shaping) and new drivers including LAA/CAA(end of June 08);
- Identify opportunities and barriers for streamlining and rationalizing the network of LSPs across Somerset (end of August 2008)
- With key partners review evidence gathered to date and build towards a consensus of what enhanced strategic leadership will look like in Somerset
- Establish formal proposals and report to each council for consideration (Oct)

5. Project approach

To apply the 5 Stage approach set out in Pioneer Somerset overarching PID:

- Establish options appraisal methodology
- Research & Review
- Generating Options
- Evaluation of options
- Conclusion

Representative(s) from each authority together with a workstream lead will form a Steering Group. The Community Support Liaison Officers Group (CSLOG) will support as necessary.

The scope of the workstream reaches beyond that of the 6 authorities and engagement of key statutory partners and other organizations/groups will be essential.

Opportunities to align the project work with the LSP self improvement activity funded by the REIP should be explored.

The workstream will report according to agreed programme management governance arrangements.

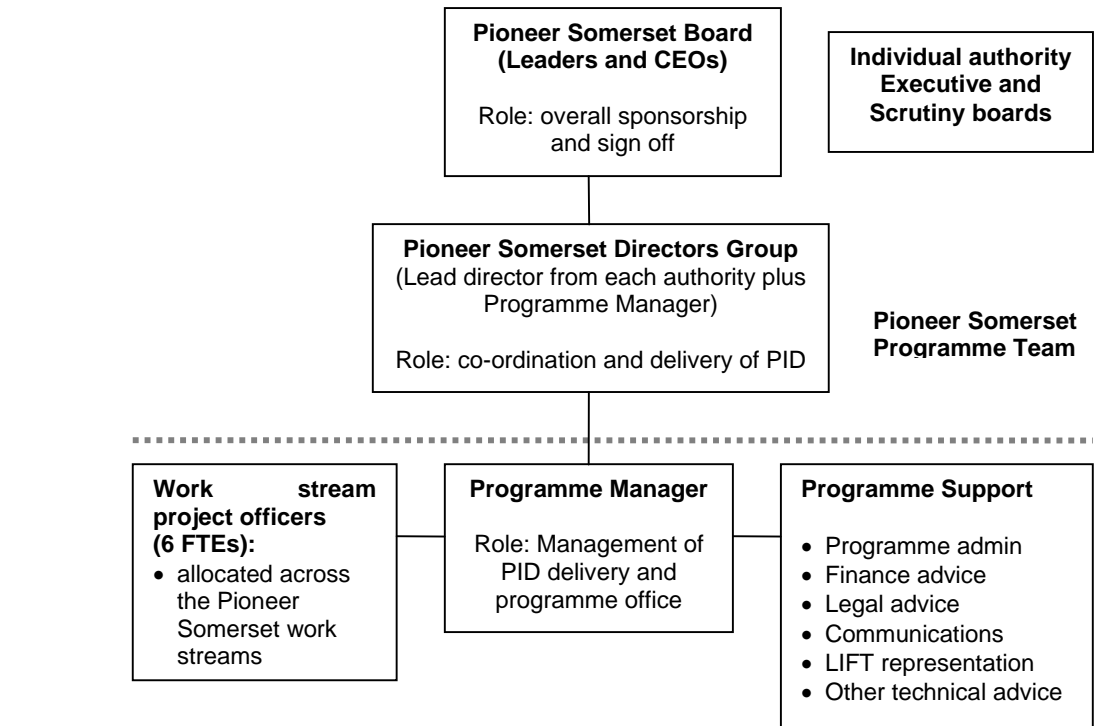
6. Project Plan

See appendix 1 (not yet done)

7. Organisation – roles and responsibilities

The enhanced strategic partnership workstream is just one of the work stream projects sitting under the 'umbrella' of the Pioneer Somerset Programme. As such, its organisation is dictated by that agreed by the Programme as follows:

Project Initiation Document



- Identified Chief Executives will act as sponsors for each identified work stream and will have a County wide role in this respect.
- A nominated director from each authority will oversee the delivery of the Pioneer Somerset Programme and all work streams within their own organisation. Directors will meet regularly to co-ordinate progress across Somerset, supported by a dedicated Programme Manager.
- The responsibility for the enhanced strategic partnership workstream has been allocated to Somerset County Council. The Project Sponsor is therefore Somerset County Councils' Chief Executive, Alan Jones, with the nominated Project lead being Caroline Gamlin, joint Director of Public Health.
- Representatives of each Council will work with the Lead officer and Pioneer Somerset Programme Manager to create an enhanced strategic partnership Project Team.
- It is proposed that the project team will involve officer and member representatives from each of the 6 authorities. The meeting will be chaired by the workstream lead officer and it will focus on reviewing performance and managing the workstream's delivery against agreed targets.
- Other stakeholders will be identified and consulted or involved as appropriate throughout the three phases.
- Communications relating to this workstream will be created by the Project Team. These will need to be incorporated into the Communication Protocol established for the whole Pioneer Somerset programme. The initial contact for communications relating to this workstream will be the SCC representative (Anne Brayley) on the Pioneer Somerset Communications Group.

Project Initiation Document

8. Resource requirements (including people)

	Requirement
Alan Jones (CEO, SCC)	½ day per month
Caroline Gamlin (Joint Director of Public Health)	2 days per month
Lead officers – SCC Fiona Catcher/Trevor Gilham	5 days per month
Pioneer Somerset Programme Manager	1 day per month
Service Officers in each authority working on specific proposals	Up to 4 days per month
Finance Officer allocated to Project	Up to 1 day per month
Legal advice as required etc	Up to 1 day per month
Elected members involvement	Up to 1 day per month

9. Project Costs

Funding Area	Annual Cost (£'000s)
SCC lead officers	£ 18.6
SCC support officers	£ 20.5
Service Officers in each authority working on specific community engagement proposals	£ 7.4
Pioneer Somerset Programme Manager	£ 4.4
Finance Officer allocated to Project	£ 2.1
Legal advice	£ 2.8
Elected members	£ 8.0
Conference expenses, best practice visits, mileage, subsistence, etc	£ 5.0
SUB TOTAL	£68.8
Potential LIFT SW funding (Pioneer)	£4.4
TOTAL COST	£64.4

These annual salary costs per employee have been calculated using the following formula:

(Salary of employee / 220 (average working days per year)) x no. days required per month

Project Initiation Document

They do not include on costs, other than annual leave.

10. Project quality

The project quality will be the responsibility of the Chief Executive Sponsor and Lead Director in consultation with the Programme Manager. As such, regular reviews and/or audits will be undertaken to ensure that the project is being delivered in accordance with the requirements of both this PID, and the overarching Pioneer Somerset PID.

11. Project controls

To be completed.

12. Risk management

- Reputational damage
- Lack of clarity
- Duplication of effort across workstreams
- Insufficient resources to complete PID activities
- Insufficient engagement with key partners
- Organisational cultural changes not synchronised with Pioneer Somerset outcomes
- PID timescales and governance framework to employ remedial actions and make decisions
- Constitutional and legal issues to enable the desired framework to be established

Signed:..... Position:

Directorate: Date:

**PIONEER SOMERSET
DEVOLUTION**

PROJECT INITIATION DOCUMENT (PID)

ID: PS/DEV/SSDC

Version: 1.0

Author: R Singh

Date: 7 Aug 2008

Project Initiation Document

1. Background

1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:

- Mendip District Council
- Sedgemoor District Council
- Somerset County Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset District Council

1.2 This project covers the Devolution work stream of the Pioneer Somerset programme. The PID sets out the objectives and scope to deliver the outcomes required for Devolution that local authorities would ultimately like to see delivered through an enhanced system of two tier local government.

2. Outline Business Case

2.1 Leaders and Chief Executives of all Somerset councils have agreed the following Vision and Supporting Principles:

Vision

By 2013, the county and 5 district councils of Somerset will be working cooperatively together where this succeeds in delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.

Supporting Principles

- To work together effectively
- To reduce costs
- To increase value for money
- To establish joint governance arrangements when working in partnership
- To devolve service delivery to the most appropriate level

An overall statement that local government in Somerset need to be **“better for residents and better for communities”** was also developed by council leaders.

This project contributes to the programme required to deliver the Vision and supporting principles.

Project Initiation Document

3. Project objectives and scope

3.1 Project objectives

To identify all services currently devolved from (and to) different levels of government

To identify opportunities for service devolution

To agree devolvement of services to most appropriate level

3.2 Project scope

Pioneer Somerset is a five year programme, starting in April 2008 and finishing at the end of March 2013. The programme is divided into two phases:

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

This PID is concerned with phase 1 of the Pioneer Somerset programme for the Devolution work stream.

This project includes:

- An audit of all devolved services to Town and Parish Councils
- Involvement of Parish and Town Councils to establish their views and willingness to take on services
- Early opportunities identified and costed
- Paper presented to Chief Executives and Leaders

Exclusions

This project does not include:

- any workstreams other than Devolution
- Phase 2 (implementation) of the preferred option.

Constraints on the project (e.g. resource availability)

There are none at present. Resource has been made available:

Pioneer Programme Manager: 3 days per month

SSDC resource: as required

Chief Executive,

Project Initiation Document

Corporate Director,
Project Officer.

Other staff will be made available as required throughout the project, eg Communications officer, HR etc

Interfaces to other projects and/or systems

This project is one of the 9 work streams that fall within the scope of the Pioneer Somerset programme.

Dependencies on other projects or parts of the business.

This project is running in parallel with the work of the other workstreams and aspects will include joint working across all the local authorities. It must align with the overall aim of the Pioneer Somerset programme.

4. Project deliverables

The aim of Phase 1 of the Pioneer Somerset programme is to:

Deliver (by end November 2008) a comprehensive action plan for consideration by the Pioneer Somerset Board and each individual council.

Key deliverables for the Devolution workstream:

1. Audit of all services currently devolved to town and parish councils across Somerset.
2. Views of Town and parish councils in relation to willingness to take on services sought and analysed.
3. Early opportunities for devolving services identified
4. Estimated costs for early opportunities
5. Roadshow for 7 districts to communicate implications (Nov 08)
6. Paper to Chief Executives and Leaders

5. Project approach

The Pioneer Somerset PID provides the framework and identifies the key tasks that need to be carried out to deliver the desired outcomes for this project and subsequently the overall programme.

Project Initiation Document

Partner local authority Chief Executives have been assigned responsibility for one or more of the work streams included in the scope.

The programme manager who has been recruited to manage the Pioneer Somerset programme will oversee this project.

No assumptions have been made as to how devolution should work in Somerset in the future.

An audit of current practices and results of consultation with Parish and Town Council's will inform the paper that will be presented to Chief Executives and Leaders.

6. Project Plan

The project plan for this work stream is attached at Appendix 1

Milestones have been set to align with the overall Pioneer Somerset PID and to meet the required timescales.

7. Organisation – roles and responsibilities

Resource	Requirement
Phil Dolan (CEO SSDC)	2 days per month
Rina Singh (Director, SSDC)	8 days per month
Sue Eaton (SSDC project manager)	10 days per month
Donna Parham (Finance)	8 days per month
Ian Clarke (Legal advice)	4 days per month
Dawn Haydon (Communications)	2 days per month

Additional officers will be utilized as required during the project

8. Project costs

Overall cost of the project

Funding from LIFT SW: £19k

SSDC staff cost: £117k

Roadshow: to be estimated

Project Initiation Document

9. Project quality

The deliverables will be reviewed and approved by the Pioneer Somerset Chief Executive and Leaders group. Quality will be achieved by clear objectives and targets set and close monitoring of the project throughout.

Highlight and exception reports will be presented to Chief Executive and Leaders. Any changes and issues arising are considered by the Project Board using the off specification & change request reports.

Risks have been logged and controlled and tolerance reported and actioned.

The final action plan must be signed off by all partners before phase 2 (implementation) can be commenced.

Documents are controlled through version control and securely stored electronically.

10. Project controls

The project will be controlled and managed through use of the Prince 2 project management methodology as recommended by Government and best practice.

Overall responsibility is allocated to the Director's Board and delegated on a day to day basis to the Project manager.

The Director's Board will meet on a fortnightly basis and kept informed through exception and highlight reporting.

11. Risk management

Risks are managed throughout the project and key risks are identified in the Risk Log. Risks can be identified at any stage and the Project Board will determine the most suitable response and required actions.

12. Communications

Communication officers from each authority meet on a regular basis to take the communication plan forward. Responsibility for Communications has been assigned to Bruce Lang who is on the Director's Board.

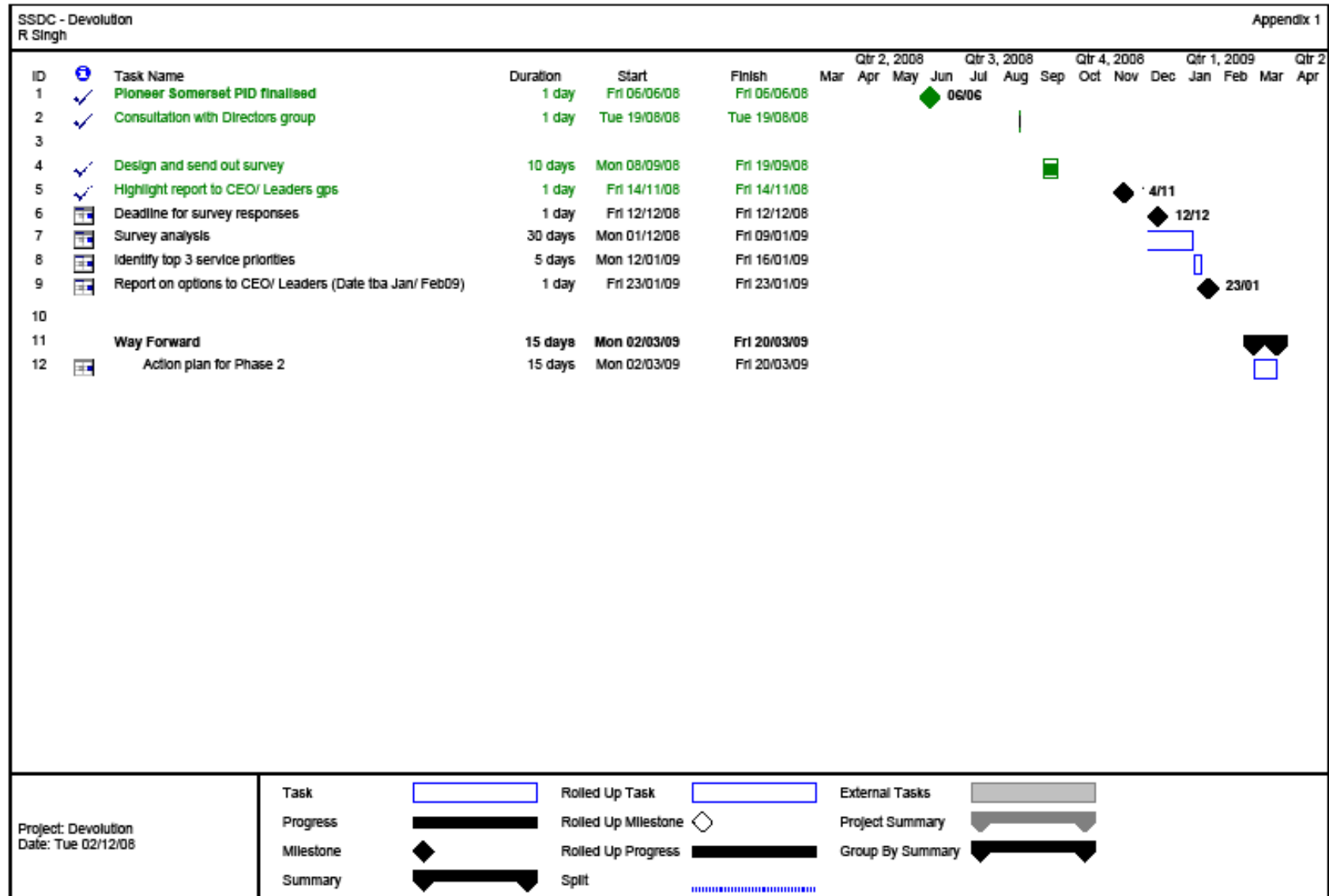
Communication lead on the Director's Board is responsible for the overall delivery of the communications plan.

It has been agreed that different levels and forms of communication will be used including the use of a dedicated micro site for communication amongst all.

Communications Plan – as per the agreed Pioneer Somerset Communications Plan.

Signed:.....Position:.....
 Directorate:.....Date:.....

Project Initiation Document



Project Initiation Document

**PIONEER SOMERSET – COMMUNITY ENGAGEMENT AND EMPOWERMENT
WORKSTREAM – KEY ELEMENTS**

**PROJECT INITIATION DOCUMENT
(PID)**

Version: 3.0
Author: Miriam Maddison
Date: 20 October 2008

Project Initiation Document

1. Summary

This PID is for the community engagement & empowerment workstream within the agreed Pioneer Somerset Phase 1 Programme.

This workstream aims to deliver enhanced County-wide community engagement & empowerment approaches for all stakeholders by year three of this programme i.e. 2011. This will involve having one consistent approach for all to engage and be empowered at a sub-district level across all 6 authorities.

This represents a radical change in the way that community engagement and empowerment is currently delivered across the County where there are currently six different approaches. A lot of work has already taken place over recent years to achieve greater consistency in community engagement and empowerment but this has not yet resulted in an agreed single approach.

2. Outline Business Case

The community engagement and empowerment workstream supports two of the Pioneer Somerset objectives.

The challenges of engagement and empowerment are significant. Some people want to be active citizens, others are content to engage through the ballot box, others only get involved when they see an issue having a major impact on them and some people are disinterested because they believe they can have no influence at all. There is not a 'one size fits all' solution to these challenges but the role of the 6 authorities and elected members at all tiers of local government remains key.

Outcome 2 – Customer Satisfaction – reduction in duplication of meetings, more effective use of available resources to improve engagement with Somerset's residents and narrow the gap between communities and decision making by the 6 authorities. A consistent approach to community engagement and empowerment across the County will reduce the confusion which can be experienced by residents receiving services and attending meetings from a two-tier system of local government and thus increase satisfaction in their contacts with the Councils. Opportunities to develop and implement joint arrangements for decision-making and scrutiny between Parish/Town Councils, District and County Councils and to extend the ways in which the public can have their say through community fora and routes other than meetings.

Outcome 3 – Reputation and partnership working – All public organisations need to look at how they can improve the way they talk with, listen to and involve the public in their work. This workstream will drive forward 'joining-up' the local government engagement work so that communities can more easily be involved in having their say, set out their priorities for action, play a more active role in scrutinizing service delivery and also influence decision making. Success in this workstream will bring collective benefits for all 6 authorities in their relationships with local communities and satisfaction levels.

Project Initiation Document

The key benefits of this workstream are:

- 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 which is 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.

3. Project objectives and scope

3.1 Project objectives

To develop a common approach to community engagement and empowerment for all 6 authorities to employ from Summer 2009 and for devolved decision making and further joint decision-making and joint scrutiny to be in place for all 6 authorities by 2011 (in addition to new legislative requirements for empowerment and participatory budgeting).

3.2 Project scope

In addition to the use of web-based engagement methods, questionnaires, public events, formal and informal meetings of the Councils and community meetings at a sub-district level, the community engagement & empowerment workstream also includes the Customer Access workstream approaches of all face to face, telephone and electronic contact with all customers for services delivered by the six Councils. A key aim is to ensure that engagement and empowerment is not solely translated into an approach based upon structures and meetings.

The community engagement and empowerment workstream will also include the need to involve the 3rd tier of local government within Somerset and other public sector bodies, voluntary sector and community organizations and other stakeholders like private businesses.

Project Initiation Document

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 the LAA.

Recommendations for revised Project Scope

- 1) *Integrate the community engagement workstream across the Pioneer programme requiring each of the core workstreams to consider how projects will help to enhance community engagement;*
- 2) *Use the White Paper ‘Communities in Control’ to provide a framework for checking that the necessary developments have been captured effectively within the programme.*
- 3) *Workstream lead to take the role of Theme Champion, ensuring the workstream PIDs demonstrate how deliverables contribute to delivery of White Paper objectives.*

4. Project deliverables

The key deliverables, as agreed within the Pioneer Somerset PID, are:

Year 1

- Single, county wide approach to consultation and research agreed, with scope for local delivery mechanisms as appropriate.
- Approach to community engagement and empowerment at sub district level agreed.

Year 3

- Sub district approach to community engagement embedded across Somerset

Project Initiation Document

Progress with project deliverables

- Community engagement workshops held from Feb – March 2008
- Community Engagement PID has been the ongoing subject of development and review through the joint member and officer groups supporting Pioneer Somerset.
- Baseline position for community engagement and empowerment approaches across the 6 authorities by July 2008
- Sub-district engagement options report considered across the 6 authorities by Sep 2008
- Review of Area Working Panels and completion of a Community engagement and empowerment implementation action plan by July 2008
- County Councillors invited to attend sub-district arrangements with improved County & District Council engagement with local stakeholders.
- Ongoing work between all 6 authorities to improve engagement approaches, including for example:
 - i. South Somerset: The County Council and South Somerset District Council are investigating the pilot of joint committee arrangements across South Somerset from early 2009. This pilot as part of the Pioneer Phase 1 work will provide a 'live' transformation example for improved joint working across the county.
 - ii. Taunton Deane: the Taunton Unparished Fund Panel – bringing together very informally a grouping of county and TDBC councillors to allocate County Local 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. The County Council is working with Taunton Deane Borough Council and other key partners to ensure that the Partnerships evolve into multi-agency partnerships operating at sub-district level which are fit for the purpose of enabling the public agencies to meet the requirements of the community engagement and empowerment agenda.
 - iii. West Somerset : in addition to attending the Area Panels, the West Somerset Strategic Partnership have expanded their membership to include the four local county councillors.
- Initial review of the Engagement action plan is being undertaken by the County Council's Scrutiny Committee and Full Council in November.

A formal review of the action plan is due by Summer 2009 to take forward further joint work and any constitutional changes required. It is proposed that the action plan is subject to a formal annual review to check its direction of travel and make any appropriate adjustments.

5. Project approach

The project is proposed to be delivered in three phases :

- Phase 1 – Development (year 1)

Project Initiation Document

- Phase 2 – Implementation (years 1-5)
- Phase 3 – Ongoing review (years 2-5)

These phases can be reflected in terms of some of the proposed outcomes as follows :

- Year 1 – joined-up county and district council sub-district arrangements open to all local stakeholders to participate and influence, based on the principles of the sub-district engagement paper and the Community Engagement & Empowerment Action Plan
- Year 2 – evolution of the sub-district arrangements to include the potential delegation of powers/budgets from county and district councils
- Year 3+ - evolution of sub-district arrangements to formally include other partners (like Police, Health & Parish/Town Councils) and for them to bring devolved powers/budgets

PHASE 1

Phase 1 will have three stages as set out below:

Stage 1 – establish baseline position and review (by June 2008)

- evaluate baseline position with engagement and empowerment approaches across the 6 authorities.
- research examples of best practice of delivering community engagement & empowerment in other two tier areas, both regionally and nationally
- to review the existing work undertaken by all 6 authorities over the last 12 months on opportunities to improve community engagement – including the work led by SSSC on the sub-district engagement approaches.
- consider the interim action plans already agreed
- to consider Pioneer objectives in conjunction with future legislative requirements for enhanced engagement and empowerment requirements
- to draw conclusions based on analysis of the research findings and publish these
- gather baseline evidence from the six councils in relation to how community engagement and empowerment is currently delivered by each
- establish the current performance benchmarks for each of the three Pioneer outcomes i.e. efficiency, customer satisfaction, reputation and partnership working, using 2006/7 as a baseline and 2007/8 if information is available.
- Review workstream activities for Customer Access, Political Leadership and Service Devolution to identify common work areas, intelligence and avoid duplication
- Develop a robust performance management and monitoring system to measure progress against all the outcomes

Project Initiation Document

Stage 2 – Generating and evaluation of options (by November 2008)

- Identify options for delivering a common approach to community engagement and empowerment across Somerset. The criteria will assess the options against the Vision and desired outcomes of Pioneer Somerset as well as the contribution that the option will make to delivering LAA outcomes and future legislative requirements.
- Identify potential opportunities and barriers to all options, through dialogue with key staff and elected members.
- Evaluate options generated in Stage 3 against agreed criteria through a process involving the Pioneer Somerset Board and Executive members and senior managers from each Council.

Stage 3 - Conclusion (by end November 08)

- create an action plan based on the information gathered in stages 1 – 2 for incorporation into the overall Pioneer Somerset comprehensive action plan.
- Approach to community engagement and empowerment at sub district level agreed.

The completion of the overall Pioneer Somerset Programme action plan, which will include the individual action plans for each of the workstreams will mark the end of Phase 1 of the project. Sign-off of the comprehensive action plan by all Councils from November 2008 onwards will trigger the beginning of Phase 2 – implementation. Phase 3 will run in parallel to Phase 2 since this workstream will require a process of ongoing review to monitor its implementation but also to make any necessary adjustments from planned legislative changes and actions from other workstreams.

6. Organisation – roles and responsibilities

- The community engagement and empowerment workstream is just one of the work stream projects sitting under the ‘umbrella’ of the Pioneer Somerset Programme.
- The responsibility for the community engagement & empowerment workstream has been allocated to Somerset County Council. The Project Sponsor is therefore Somerset County Councils’ Chief Executive, Alan Jones, with the nominated Lead Director being Miriam Maddison.
- Somerset County Council has formed an Engagement Project Team to help support the delivery Phases 1, 2 and 3 of the project. The Project Team will be chaired by the workstream lead officer and it will focus on reviewing performance and managing the workstream’s delivery against agreed targets.
- Representatives of each Council will work with the Lead officer, the Engagement Project Team and Pioneer Somerset Programme Manager to deliver the workstream aims and objectives.
- Other stakeholders will be identified and consulted or involved as appropriate throughout the three phases.
- Communications relating to this workstream will be created by the Project Team and will follow. These will need to be incorporated into the

Project Initiation Document

Communication Protocol established for the whole Pioneer Somerset programme. The initial contact for the engagement and empowerment communications will be the SCC representative (Anne Brayley) on the Pioneer Somerset Communications Group.

7. Resource requirements (including people)

Resource analysis has been undertaken on the basis of recognizing that Council partners have to deliver some aspects of the community engagement and empowerment agenda anyway through their mainstream resources. No account has been taken of additional resource requirements to accelerate the programme or achieve any outcomes not listed in this PID.

The resource analysis has also been based upon the recommendation that this PID is incorporated into the remaining workstreams as part of the Phase 2 work, rather than a separate workstream in its own right.

	Requirement
Alan Jones (CEO, SCC)	½ day per month
Miriam Maddison (Director, SCC)	2 days per month
Community Governance staff – lead officer Julian Gale (Group Manager, SCC)	6 days per month
Community Development & Partnerships staff – lead officer Gareth O'Rourke (Group Manager, SCC)	2 days per month
Pioneer Programme Manager	1 day per month
Service Officers in each authority working on specific community engagement proposals	Up to 4 days per month
Finance Officer allocated to Project	Up to 1 day per month
Legal advice on community engagement and empowerment etc	Up to 1 day per month
Elected members involvement in community engagement and empowerment etc	Up to 1 day per month

Project Initiation Document

8.0 Project Costs

Funding Area	Annual Cost (£'000s)
SCC lead officers	£18.6
SCC Group Managers – Julian Gale / Gareth O'Rourke	£22.7
Service Officers in each authority working on specific community engagement proposals	£ 7.4
Pioneer Somerset Programme Manager	£ 4.4
Finance Officer allocated to Project	£ 2.1
Legal advice on customer access etc	£ 2.8
Elected members involvement in community engagement and empowerment etc	£8
Conference expenses, best practice visits, mileage, subsistence, etc	£ 5
SUB TOTAL	£ 71.0
Potential LIFT SW funding (Pioneer)	£ 4.4
TOTAL COST	£ 66.6

These annual salary costs per employee have been calculated using the following formula:

(Salary of employee / 220 (average working days per year)) x no. days required per month

They do not include on costs, other than annual leave.

9. Risk management

True community engagement and empowerment at a local level is likely to come at a cost to the 6 authorities even if we achieve much closer working with the district councils and other partners. Judgements will have to be made as to what extent some of the additional resources required to fulfill new styles of working are justified and provide real added value.

To ensure this workstream is effective, it is important that there are explicit and clear governance arrangements in place both for the Pioneer programme but also for the partner authorities in order to deliver agreed outcomes underpinned by clear decision making, monitoring and benefits tracking.

Key risks to partners for this workstream are :

- Reputational damage if workstream not sufficiently resourced or prioritized by partners or if there is a lack of clarity amongst partners and stakeholders
- Duplication of effort across workstreams

Project Initiation Document

- Insufficient resources to complete PID activities
- Organisational cultural changes not synchronised with Pioneer Somerset outcomes
- Lengthy PID timescales and need for a strong governance framework to employ remedial actions and make decisions
- Constitutional and legal issues to enable the desired empowerment and governance frameworks to be established

The recommendation of the officers supporting the delivery of this PID is that as we move into the 'delivery' phase with the consequent need to rationalize and prioritise programme actions, it is suggested that instead of being a separate work-stream, 'community engagement' should instead be regarded as an underpinning theme to all activity under the Pioneer Somerset programme. This would require the priority work-streams to demonstrate how deliverables contribute to delivery of White Paper objectives.

Signed: Position: **CORPORATE DIRECTOR,SCC**
MIRIAM MADDISON

Directorate: **COMMUNITY**

Date:

PIONEER SOMERSET

WORKFORCE DEVELOPMENT

WORKSTREAM

PROJECT INITIATION DOCUMENT

(PID)

FIRST DRAFT

ID

Version: v1.0

Author: R Crouch

Date: 10/8/2008

Project Initiation Document

1. Background

1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:

- Mendip District Council
- Sedgemoor District Council
- Somerset County Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset District Council

1.2 Leaders and Chief Executives of all Somerset councils have agreed the following Vision:

“By 2013, the county and 5 district councils of Somerset will be working in a seamless and fully integrated way, delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.”

The following Outcomes have also been agreed:

➤ **Outcome 1 – Efficiency**

To achieve annual revenue savings arising from enhanced two-tier working of £20m, by 2012/13 (Base year: 2007/08).

➤ **Outcome 2 - Customer satisfaction**

For every principal local authority in Somerset to achieve levels of overall resident satisfaction in the National top quartile, by 2013.

➤ **Outcome 3 – Reputation and Partnership Working**

To achieve a marked improvement in the perception, reputation and recognition of Somerset and each of its local authorities, including positive direction of travel and use of resources ratings in the new Comprehensive Area Assessment of level 3 or above, by 2013.

1.3 The Pioneer Somerset Programme will bring about new approaches to two-tier working that are truly pioneering in their design, delivery and in the positive outcomes they will bring for Somerset’s residents and communities.

1.4 Pioneer Somerset is a five year programme, starting in April 2008 and finishing at the end of March 2013. The programme is divided into two phases:

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

Project Initiation Document

- 1.5 The aim of Phase 1 of the programme is to:

Deliver (by end November 2008) a comprehensive action plan for consideration by the Pioneer Somerset Board and each individual council.

The action plan will clearly establish the measures that will need to be undertaken to deliver the agreed vision, supporting principles and outcomes set out in section 2 of this PID.

A series of further Project Initiation Documents will be appended to the action plan, with further bids for LIFT funding as appropriate

- 1.6 Leaders and senior managers of all Somerset local authorities have considered the areas that need to be within the scope of the Pioneer Somerset Programme, and are as follows, organised into three main groupings:

POLICY

- Strategic Leadership (political)
- Strategic Leadership (managerial)

PLACE/LOCALITY

- Enhanced Strategic Partnership Working (LSPs)
- Community engagement and empowerment
- Service Devolution

SHARED SERVICES

- Workforce Development
- Customer Access to Services
- Sector Led Support
- Shared Services

- 1.7 Each of the above nine areas are therefore the identified work streams of the Pioneer Somerset Programme, and conclusions from each of these will be drawn together into the comprehensive action plan delivered at the end of Phase 1 of the Programme (November 2008).

- 1.8 This PID is therefore a development of the Workforce Development work stream, and is intended to generate mutually beneficial options for the way and manner in which the local authorities develop their respective workforces with the view to create inter-organisational workforce development strategies for enhanced two-tier working.

2.0 Outline Business Case

- 2.1 It can be seen from the background information how the Workforce Development work stream contributes to the overall achievement of the Pioneer Somerset Programme, and in particular how it will feed off from the other workstreams.

Project Initiation Document

2.2 The agreed Outcomes, identified within the Pioneer Somerset PID, for the Workforce Development work stream are as follows:

Year 1

- Current workforce development gaps and needs identified across all authorities
- Secondment opportunities across Somerset identified 'quick wins' in place in priority service areas
- Single approach and strategy for succession planning and redeployment in place across Somerset

Year 3

- County-wide workforce development strategy embedded.

3.0 Project Objectives and Scope

3.1 The outcomes of the Workforce Development Project are identified above, and once implemented will support the concept of Pioneer Somerset in the way that the people resources within each authority are developed.

3.2 This work stream will support many of the work streams identified above, but particularly those that have a direct impact on human capital.

3.3 There are significant people issue synergies that impact across the two tiers of local government that will benefit from being addressed collectively. An ageing workforce, the difficulty of attracting and retaining under 25 years olds, emerging skill gaps etc.

3.4 The scope of the project will involve all partners both county and Districts.

3.5 This work stream will **not** involve the 3rd tier of local government within Somerset, except in a consultation capacity.

3.6 This Project will potentially have inter-dependencies with other Pioneer Work Streams, in particular:

- **Strategic Leadership (Managerial)**
These work streams will be intrinsically linked throughout phase one and beyond.
- **Enhanced Strategic Partnership Working**
The links will be dependent on the outputs from this work stream ie to what extent the enhanced partnership working impacts on staff within those partnerships.
- **Service Devolution**
If significant changes to the way that services are devolved transpires then this will have significant repercussions on workforce development activities.
- **Customer Access to Services**
All work streams will link with customer access and it is anticipated that any decisions in this work stream will have a staff development impact.

Project Initiation Document

- **Sector Led Support**
Dependent on where the support comes from, there could be opportunities to also gain support to enhance workforce development (particularly scarce skills).

- **Shared Services**

Shared service route ways will undoubtedly have a significant impact on people development requirements and opportunities and it is envisaged that both these work streams will need to work closely.

3.7 The main constraints on this project, the majority of which have been identified within the Risk Management section of this PID are as follows:

- Political and/or managerial resistance
- Poor communications leading to confusion and issues of trust.
- Organisational differences and resistance to change and or compromise.
- Organisational cultures, both political and managerial
- That the project does not run to time – through insufficient resources being made available to support it,
- The complexity of support services provision across the county may hinder progress

For this work-stream the most significant risks are expected to be cultural, some political, but mainly inter-organisational in terms of 'system' changes.

4.0 Project Deliverables

The primary deliverables of the Project are, as follows:

- 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.

Project Initiation Document

5.0 Project Approach

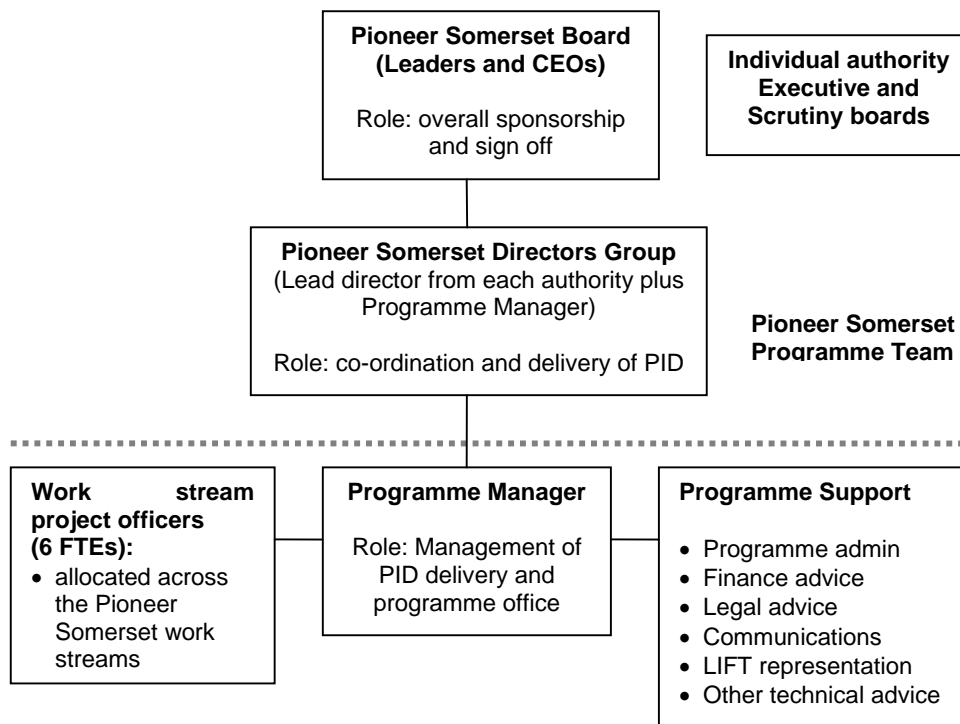
- 5.1 To agree the approach between all authorities but it is anticipated to be:
- Identify representatives from each authority and a work stream lead to form a Steering Group.
 - Forge Project teams for each of the sub-sections of the work stream and report initially to the Work stream Steering Group on progress.
 - Through the Programme Manager, report to the Directors Group in the first instance as part of Somerset Pioneers governance arrangements.

6.0 Project Plan

To be developed.

7.0 Organisation – Roles and Responsibilities

- 7.1 The Workforce Development project is just one of the work stream projects sitting under the 'umbrella' of the Pioneer Somerset Programme. As such, its organisation is dictated by that agreed by the Programme as follows:



- 7.2 Identified Chief Executives will act as sponsors for each identified work stream and will have a County wide role in this respect. Richard Crouch, SCC, will be the project lead for this project.

Project Initiation Document

- 7.3 A nominated director from each authority will oversee the delivery of the Pioneer Somerset Programme and all work streams within their own organisation. Directors will meet regularly to co-ordinate progress across Somerset, supported by a dedicated Programme Manager. Chris Brawn will be the director lead for this project.
- 7.4 The responsibility for the Workforce Development work stream has been allocated to Somerset County Council. The Project Sponsor and Lead Officer are as detailed above.

8.0 Resource Requirements (including people)

The indicative resource requirements to deliver the SLM project are as follows:

Resource	Requirement
Richard Crouch (Head of HR &OD, SDC)	1 days per month
Chris Brawn (Group Manager, OD)	4 days per month
SROs in each authority	2 days per month per 5 district partners
Pioneer Somerset Programme Manager	1 day per month
Service Officers in each authority working on specific work stream proposals	5 days per month per 6 partners
Finance Officer allocated to Project	Up to 0.5 days per month
Legal advice on cross organizational employment issues etc	Up to 1 days per month

Project Initiation Document

9.0 Project Costs

Funding Area	Annual Cost (£'000s)
SCC lead officers	£ 15.4
Work stream SROs in each authority	£ 21.8
Pioneer Somerset Programme Manager	£ 4.4 (funded from LIFT SW)
Service Officers in each authority working on specific work stream proposals	£ 55.3
Finance Officer allocated to Project	£ 1.1 (part funded from LIFT SW)
Legal advice on shared services, procurement, etc	£ 2.8 (part funded from LIFT SW)
Conference expenses, best practice visits, mileage, subsistence, etc	£ 1 (part funded from LIFT SW)
SUB TOTAL	101.8
Potential LIFT SW funding (Pioneer)- backfilling	19
other	3
TOTAL COST	79.8

These annual salary costs per employee have been calculated using the following formula:

$(\text{Salary of employee} / 220 \text{ (average working days per year)}) \times \text{no. days required per month}$

They do not include on costs, other than annual leave.

10.0 Project Quality

10.1 The project quality will be the responsibility of the Chief Executive Sponsor and Lead Director in consultation with the Programme Manager. As such, regular reviews and/or audits will be undertaken to ensure that the project is being delivered in accordance with the requirements of both this PID, and the overarching Pioneer Somerset PID.

11.0 Project Controls

To be completed

Project Initiation Document

12.0 Risk Management

- Political sensitivities
- Duplication of effort across work streams
- Insufficient capacity to complete PID activities
- Organisational differences and resistance to change
- Reputational damage
- PID timescales and governance framework to employ remedial actions and make decisions

Signed: Position:

Directorate: Date:

Project Initiation Document

PIONEER SOMERSET – CUSTOMER ACCESS WORKSTREAM

PROJECT INITIATION DOCUMENT (PID)

ID: <Doc ID>
Version: 2.0
Author: Jane Chipp
Date: 15 September 2008

Project Initiation Document

1. Background

1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:

- Mendip District Council
- Sedgemoor District Council
- Somerset County Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset District Council

1.2 Leaders and Chief Executives of all Somerset councils have agreed the following Vision:

“By 2013, the county and 5 district councils of Somerset will be working in a seamless and fully integrated way, delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.”

The following principles have been agreed for Pioneer Somerset:

- To work together effectively
- To reduce costs
- To increase value for money
- To establish joint governance arrangements when working in partnership
- To devolve service delivery to the most appropriate level

Pioneer Somerset will be a five year programme, starting in April 2008 and finishing at the end of March 2013. The programme will be divided into two phases:

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

The main output of phase 1 will be a comprehensive action plan to establish the measures that will be needed to deliver the Vision and supporting principles detailed above.

The scope of the Pioneer Somerset programme covers nine areas within three groupings as follows:

Policy

- Strategic Leadership (political)
- Strategic Leadership (managerial)

Place/locality

- Enhanced Strategic Partnership Working (LSPs)
- Community engagement and empowerment
- Service Devolution

Project Initiation Document

Shared services

- Workforce Development
- Customer Access to Services
- Sector Led Support
- Shared Services

This PID is for the Customer Access workstream listed above.

The Customer Access workstream aims to deliver a County-wide arrangement for customer contact delivery by year three of this programme i.e. 2011. This will involve having one consistent approach for all customers to access all County and District Council services. This will encompass the full range of customer service channels, from face-to-face and telephone through to internet and others. Excellent customer service will be underpinned by modern technology and delivered by highly trained and multi-skilled staff.

This represents a radical change in the way that customer access is currently delivered across the County where there are currently six different approaches. Some work took place over recent years to achieve greater consistency in customer access through the introduction of Somerset Direct but this did not achieve the single approach that is required.

2. Outline Business Case

The Customer Access workstream supports all three of the Pioneer Somerset objectives.

Outcome 1 – Efficiency – revenue efficiencies will be delivered by creating one customer access strategy and creating shared service delivery mechanisms and possibly shared County/District offices.

Outcome 2 – Customer Satisfaction – a consistent approach to customer access across the County will reduce the confusion which can be experienced by residents receiving services from a two-tier system of local government and thus increase satisfaction in their contacts with the Councils

Outcome 3 – Reputation and partnership working – there is enormous scope within this project to enhance the way that the Councils work together and share resources to deliver more appropriate and targeted customer access.

The key benefits of this workstream are:

- A simplified and consistent way for residents to receive services from the Councils, regardless of where they are in the County, and whether they approach a District Council or the County Council.
- An approach to customer access which is based on knowledge of the needs of residents by using customer insight analysis and adjusting service delivery channels accordingly.

3. Project objectives and scope

3.1 Project objectives

To create a single customer access strategy incorporating common standards for all customers by 2009 and a consistent approach to delivering services across Somerset by 2011.

Project Initiation Document

3.2 Project scope

The Customer Access workstream relates to all face to face, telephone and electronic contact with all customers for all services delivered by the six Councils.

The Customer Access workstream will specifically **not** seek to involve the 3rd tier of local government within Somerset, as this will be considered within the 'Devolved Services' work stream. There is clearly a potential for an overlap between these work streams and this will need to be reviewed regularly in order to ensure that opportunities are not being missed.

4. Project deliverables

The key deliverables, as agreed within the Pioneer Somerset PID, are:

- Options appraisal methodology by 31 November 2008
- Options report by June 2009
- Customer Access implementation action plan

5. Project approach

The project will be delivered in two phases.

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

Phase 1

Phase 1 will have five stages as set out below:

Stage 1 – develop options appraisal methodology by 31 November 2008

- There will be a model created for the Pioneer programme as a whole which will evaluate all projects within each workstream to assess the extent to which they meet the Pioneer objectives. The stage 1 work detailed here is to identify any customer access specific issues that need to be considered in evaluating the options which will be presented in this workstream.

Stage 2 – Review by 30 April 2009

- This stage is about establishing a clear understanding of how customer access is delivered by the six councils currently; researching alternatives used by other Councils and by the private sector; commissioning or undertaking customer insight analysis (i.e. identifying which segments of our residents use council services and which service delivery channels they prefer); establishing baseline of customer access performance and criteria for measuring the outcomes of the customer access workstream.

Stage 3 – Generating options by 30 June 2009

- Generate options for customer access which will deliver the Vision and outcomes based on the evidence gathered in Stage 2. Identify potential opportunities and barriers to all options, through dialogue with key staff and elected members.

Project Initiation Document

Stage 4 – Evaluation of options mid July 2009

- Evaluate options generated in Stage 3 against agreed criteria through a process involving the Pioneer Somerset Board and Executive members and senior managers from each Council.

Stage 5 - Conclusion 31 July 2009

- Create an action plan based on the information gathered in stages 1 – 4 for incorporation into the overall Pioneer Somerset comprehensive action plan.

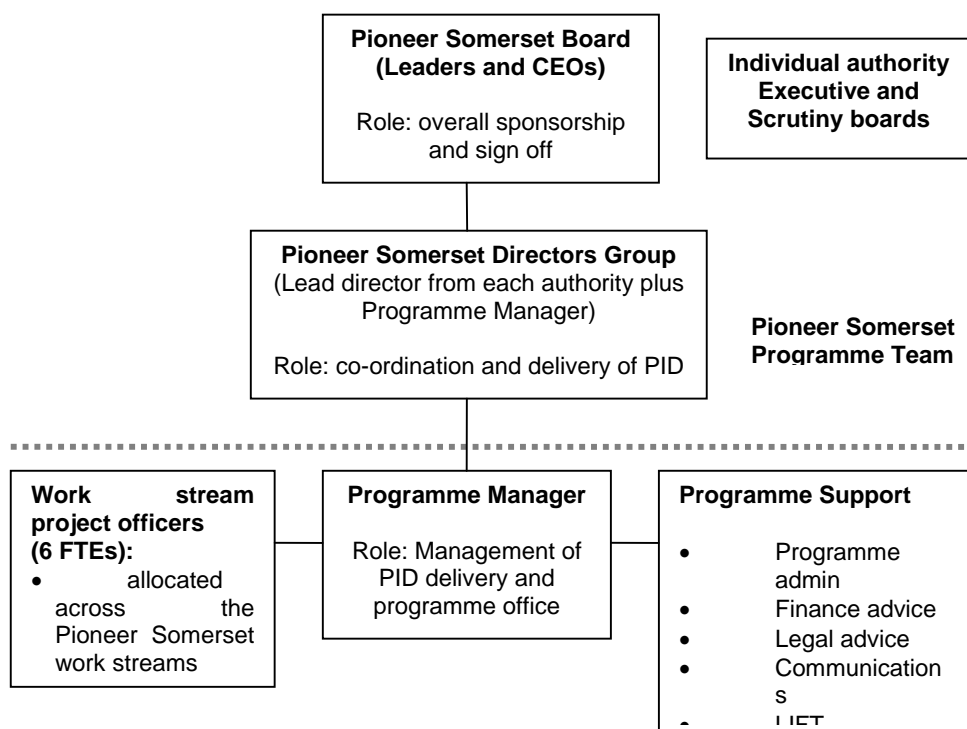
The creation of the Pioneer Somerset comprehensive action plan, which will include the individual action plans for each of the workstreams will mark the end of Phase 1 of the project. Sign-off of the comprehensive action plan by all Councils will trigger the beginning of Phase 2 – implementation.

6. Project Plan

See appendix 1 (not prepared at this stage).

7. Organisation – roles and responsibilities

The Customer Access workstream is just one of the work stream projects sitting under the 'umbrella' of the Pioneer Somerset Programme. As such, its organisation is dictated by that agreed by the Programme as follows:



- Identified Chief Executives will act as sponsors for each identified work stream and will have a County wide role in this respect.
- A nominated director from each authority will oversee the delivery of the Pioneer Somerset Programme and all work streams within their own

Project Initiation Document

organisation. Directors will meet regularly to co-ordinate progress across Somerset, supported by a dedicated Programme Manager.

- The responsibility for the Customer Access workstream has been allocated to Taunton Deane Borough Council. The Project Sponsor is therefore Taunton Deane's Chief Executive, Penny James, with the nominated Lead Director being Brendan Cleere.
- TDBC will also provide a Customer Access Project Officer to help deliver Phases 1 and 2 of the project.
- Representatives of each Council will work with the Customer Access Project Officer and Pioneer Somerset Programme Manager to create a Customer Access Project Team.
- Other stakeholders will be identified and consulted or involved as appropriate throughout the two phases.
- Communications relating to the customer access workstream will be created by the Customer Access Project Team and will follow and Communication Protocol established for the whole Pioneer Somerset programme.

8. Resource requirements (including people)

	Requirement
Penny James (CEO, TDBC)	2 days per month
Brendan Cleere (Director, TDBC)	4 days per month
Customer access lead officer, TDBC	20 days per month
Pioneer Programme Manager	6 days per month
Service Officers in each authority working on specific customer access proposals	Up to 10 days per month
Customer Insight researcher	10 days per month for 4 months
Research/data officers in each Council	5 days per month for 4 months
Finance Officer allocated to Project	Up to 3 days per month
Legal advice on customer access etc	Up to 2 days per month

9.0 Project Costs

Funding Area	Annual Cost (£'000s)
TDBC lead officers	26
Customer access lead officer, TDBC) and Pioneer Programme Manager)	49
Service Officers in each authority working on specific customer access proposals	19

Project Initiation Document

Customer Insight researcher, Research/data officers in each Council, Finance Officer and Legal advice	19
Conference expenses, best practice visits, mileage, subsistence, etc	
SUB TOTAL	113
Potential LIFT SW funding (Pioneer)	19
TOTAL COST	94

10. Project quality

The project quality will be the responsibility of the Chief Executive Sponsor and Lead Director in consultation with the Programme Manager. As such, regular reviews and/or audits will be undertaken to ensure that the project is being delivered in accordance with the requirements of both this PID, and the overarching Pioneer Somerset PID.

1. Define any standards or ways of working that need to be met (e.g. ISO standards, quality systems).
2. Identify any quality reviews or audits to be conducted and who will be responsible for conducting them.
3. Define any management processes needed to support the project (e.g. change control, configuration management).

11. Project controls

1. Define any controls on the project (e.g. Project Board reviews, management reporting).
2. Specify any project specific review points during the project process.

12. Risk management

Overcoming use of back office support? i.e. TDBC and County tied into SWOne for website , CRM etc?

Signed:

Position:

.....

Directorate:

Date:

.....

Project Initiation Document

MUTUAL AID

PIONEER SOMERSET – SECTOR LED SUPPORT WORKSTREAM

PROJECT INITIATION DOCUMENT

(PID)

ID:

Version: 1.0

Author: Alan Jones

Date: September 2008

Project Initiation Document

1.0 Background

1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:

- Mendip District Council
- Sedgemoor District Council
- Somerset County Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset District Council

1.2 Leaders and Chief Executives of all Somerset councils have agreed the following Vision:

“By 2013, the county and 5 district councils of Somerset will be working in a seamless and fully integrated way, delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.”

1.3 The following principles have been agreed for Pioneer Somerset:

- To work together effectively
- To reduce costs
- To increase value for money
- To establish joint governance arrangements when working in partnership
- To devolve service delivery to the most appropriate level

1.4 Pioneer Somerset will be a five year programme, starting in April 2008 and finishing at the end of March 2013. The programme will be divided into two phases:

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

The main output of phase 1 will be a comprehensive action plan to establish the measures that will be needed to deliver the Vision and supporting principles detailed above.

1.5 The scope of the Pioneer Somerset programme covers nine areas within three groupings as follows:

Policy

- Strategic Leadership (political)
- Strategic Leadership (managerial)

Place/locality

- Enhanced Strategic Partnership Working (LSPs)
- Community engagement and empowerment
- Service Devolution

Project Initiation Document

Shared services

- Workforce Development
- Customer Access to Services
- Sector Led Support
- Shared Services

This PID is for the sector led support work stream listed above.

- 1.6 This work stream aims to embed arrangements for mutual aid, joint development and learning across all principal authorities by year three of this programme i.e. 2011. This will involve identifying weak service areas or functions and sharing expertise, best and next practice to support each other to improve standards in these areas.
- 1.7 This programme supports the national and regional functions of the Regional Improvement and Efficiency Partnerships (RIEPs). The core purpose of the RIEPs is to improve public services by mutual support and capacity building between partner organisations and, in particular, support organisations in difficulty.
- 1.8 In Somerset there are currently pockets of mutual aid in place between different authorities but it is by no means well-established.
- TDBC and Sedgemoor DC – Joint working group in place to identify ways they can work together to share knowledge and skills. TDBC Highways manager seconded to Sedgemoor DC for a few days per week.
 - SCC is currently supporting Mendip District Council (MDC) to implement performance management tools and techniques that will help drive performance improvements over the next three years.
 - SCC is working with West Somerset District Council to support their HR department.

Through developing arrangements for mutual aid all partners stand to benefit from reduced costs, better value for money and improved service delivery.

- 1.9 The objective is to bring all Councils in Somerset up to the same high standards of performance, financial and resource management in their corporate governance and service delivery.

This will provide the best possible foundation for strong organisational assessments in the forthcoming Comprehensive Area Assessment.

2.0 Outline Business Case

- 2.1 To work together in a seamless, integrated and efficient way we can better support one another by sharing experience and best practice to raise standards. The current standard of public services provided across Somerset varies; each partner authority has different scores for CPA and Use of Resources:

Project Initiation Document

Authority	CPA score	Use of Resources
Somerset County Council	Excellent	3
Mendip District Council	Weak	2
Sedgemoor District Council	Fair	2
South Somerset District Council	Good	3
Taunton Deane Borough Council	Excellent	3
West Somerset District Council	Weak	1

- 2.2 We need to raise the standard of public services across the county to achieve a consistent standard and quality of service across all 6 authorities. This will help put an end to the post code lottery experienced by our residents.
- 2.3 There are examples of excellent service provision in all Councils across the County. These examples need to be spread across all services in all 6 authorities. By sharing knowledge and expertise in these areas we can support one another to drive up standards in an efficient and cost-effective way.
- 2.4 The sector led support work stream supports three of the Pioneer Somerset objectives:
- Outcome 1 – Efficiency – through mutual aid; sharing best practice, knowledge and expertise; partner authorities will be able to deliver services more efficiently, for lower costs, or by achieving better value for money.
 - Outcome 2 – Customer Satisfaction – embedding mutual aid arrangements will help all partner authorities to improve their service standards, thus driving improvements in customer satisfaction.
 - Outcome 3 – Reputation and partnership working – embedding mutual aid arrangements between authorities will enable more effective partnership working. It will also support partner authorities to obtain a positive direction of travel and improved use of resources rating by 2013, as evident in current work between SCC and MDC.
- 2.5 The key benefits of this work stream are:
- Making best use of excellent practice, knowledge and expertise by learning from one another to help drive service improvements.
 - Building capacity for overall improvement.
 - Utilising support within the sector is more cost efficient than employing external support.
 - Potential for partners to reduce costs e.g. through shared management arrangements across authorities.
 - Improving the standard of public services for residents in Somerset, achieving better consistency across the County.

Project Initiation Document

- Improved partnership working; working together more effectively for mutual benefit.
- Increased self-awareness, openness and transparency around support between partner authorities.

3.0 Project objectives and scope

3.1 Project objectives

- (i) To identify opportunities for mutual aid between authorities and implement 'quick wins' by summer 2009
- (ii) To embed mutual aid arrangements across all six principal authorities by summer 2010
- (iii) To move beyond "best practice" to "next practice" and a national benchmark of innovation by 2013.

3.2 Project scope

- 3.2.1 The scope of this project will involve all partners, both County and Districts.
- 3.2.2 There is clearly an overlap between this work stream and other Pioneer work streams, in particular:
 - **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.
 - **Shared Services**
Mutual aid arrangements may interrelate with opportunities to establish shared services.
- 3.2.3 The main constraints on this project are as follows:
 - Political sensitivities.
 - Resistance to radical innovation.
 - Organisational differences and resistance to change.
 - Capacity to deliver day to day services is pressurised when time is invested in providing support to partner authorities.

4.0 Project deliverables

- 4.1 The key deliverables for phase 1 of the programme, as agreed within the Pioneer Somerset PID, are:
 - Identify current areas of weakness and areas where support is needed/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.

Project Initiation Document

- 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.

5.0 Project approach

5.1 The project will be delivered in three phases.

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 1-5)
- Phase 3 – Ongoing review (years 2-5)

5.2 Phase 1

Phase 1 will have five stages as set out below:

5.2.1 Stage 1 – develop options appraisal methodology (by **end June 08** – date from original Pioneer PID).

- Establish clear criteria to evaluate options for developing agreements for mutual aid between authorities. The criteria will assess the options against the vision, desired outcomes and benefits of Pioneer Somerset as well as the contribution that the option will make to delivering LAA outcomes and future legislative requirements.

5.2.2 Stage 2 – Review (by **end June 08** – date from original Pioneer PID)

- Identify areas of weakness and areas where support is needed/requested by each authority. This will involve input from all partners.
- Review the existing arrangements for mutual aid and agreements between all 6 authorities and those concluded over the last 12 months.
- Research examples of best practice and guidance in approaches to mutual aid in other two tier areas, both regionally and nationally.
 - E.g. Essex County Council and Brentwood District Council appointed a shared Chief Executive two years ago as part of their two-tier partnership.
- Identify areas of excellence and expertise across all 6 authorities.
- Establish the current performance benchmarks for each of the three Pioneer outcomes i.e. efficiency, customer satisfaction, reputation and partnership working, using 2006/7 as a baseline and 2007/8 if information is available.
- Review work stream activities for Strategic Leadership, Workforce Development and Shared Services to identify common work areas, intelligence and avoid duplication.
- Develop a robust performance management and monitoring system to measure progress against all the outcomes.

5.2.3 Stage 3 – Generating options (by **August 2008** – date from original Pioneer PID)

- Generate options for arrangements for mutual aid which will deliver the Vision and outcomes based on the evidence gathered in Stage 2.
- Identify potential opportunities and barriers to all options, through dialogue with key staff and elected members.

Project Initiation Document

5.2.4 Stage 4 – Evaluation of options (by DATE – year end 2008)

- Evaluate options generated in Stage 3 against agreed criteria through a process involving the Pioneer Somerset Board and Executive members and senior managers from each Council.

5.2.5 Stage 5 - Conclusion (by DATE – April 2009)

- Create an action plan based on the information gathered in stages 1 – 4 for incorporation into the overall Pioneer Somerset comprehensive action plan.
- ‘Quick wins’ for arrangements for mutual aid agreed.

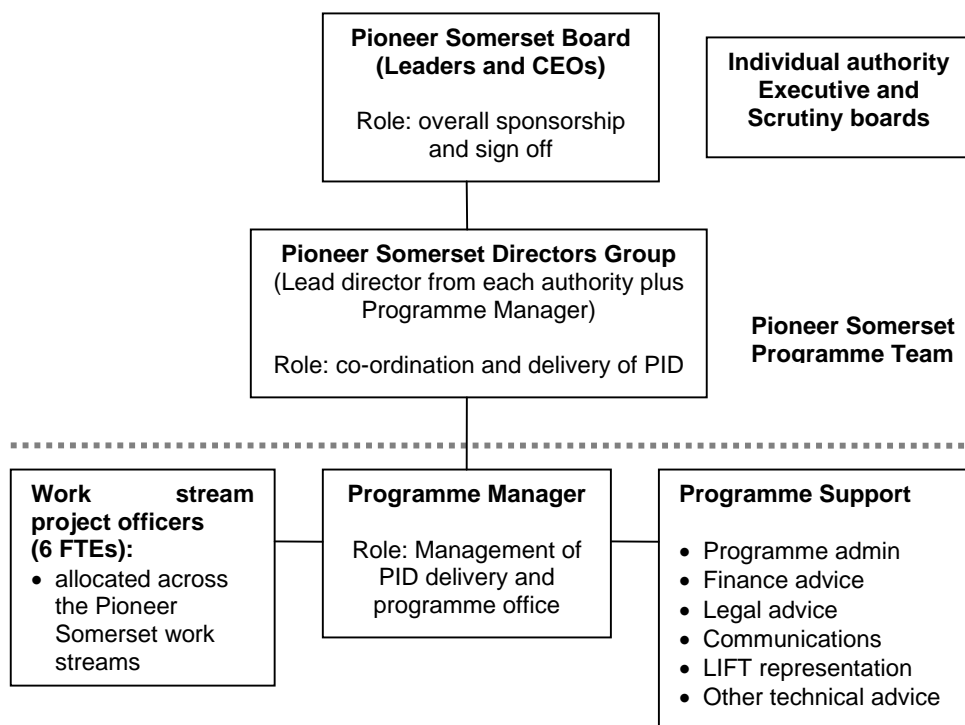
5.3 The creation of the Pioneer Somerset comprehensive action plan, which will include the individual action plans for each work stream, will mark the end of Phase 1 of the project. Sign-off of the comprehensive action plan by all Councils will trigger the beginning of Phase 2 – implementation.

6. Project Plan

See appendix 1 (not yet done)

7. Organisation – roles and responsibilities

The sector led support work stream is just one of the work stream projects sitting under the ‘umbrella’ of the Pioneer Somerset Programme. As such, its organisation is dictated by that agreed by the Programme as follows:



- Identified Chief Executives will act as sponsors for each identified work stream and will have a County wide role in this respect.

Project Initiation Document

- A nominated director from each authority will oversee the delivery of the Pioneer Somerset Programme and all work streams within their own organisation. Directors will meet regularly to co-ordinate progress across Somerset, supported by a dedicated Programme Manager.
- The responsibility for the sector led support work stream has been allocated to Somerset County Council. The Project Sponsor/Lead is therefore Somerset County Councils' Chief Executive, Alan Jones.
- Other stakeholders will be identified and consulted or involved as appropriate throughout the three phases.

8. Resource requirements (including people)

	Requirement
Alan Jones (CEO, SCC)	1 day per month
SCC Service Lead	4 days per month
SCC – other staff – 1 person, 2 days per week	8 days per month
Service Officers in each authority (total days)	5 days per month
Finance Officer allocated to project	1 day per month
Legal advice	1 day per month
Pioneer Somerset Programme Manager	1 day per month

Project Initiation Document

9. Project Costs - TBC

Funding Area	Annual Cost (£'000s)
SCC lead officers	£20.2
SCC other officers	£10.9
Service Officers in each authority working on specific mutual aid proposals	£9.2
Pioneer Somerset Programme Manager	£4.4
Finance Officer allocated to Project	£2.1
Legal advice on mutual aid agreements etc	£2.8
Conference expenses, best practice visits, mileage, subsistence, etc	£5.0
SUB TOTAL	£54.6
Potential LIFT SW funding (Pioneer)	£4.4
TOTAL COST	£50.2

These annual salary costs per employee have been calculated using the following formula:

(Salary of employee / 220 (average working days per year)) x no. days required per month

They do not include on cost, other than annual leave.

10. Project quality

The project quality will be the responsibility of the Chief Executive Sponsor and Lead Director in consultation with the Programme Manager. As such, regular reviews and/or audits will be undertaken to ensure that the project is being delivered in accordance with the requirements of both this PID, and the overarching Pioneer Somerset PID.

11. Project controls

To be completed.

Project Initiation Document

12. Risk management

- Political sensitivities
- Duplication of effort across work streams
- Insufficient capacity to complete PID activities
- Organisational differences and resistance to change
- Reputational damage
- PID timescales and governance framework to employ remedial actions and make decisions

Signed:Position:

Directorate:..... Date:

PIONEER SOMERSET

SHARED SERVICES WORKSTREAM

**PROJECT INITIATION DOCUMENT
(PID)**

ID: PS/SS/MDC
Version: v1.0
Author: S Brown
Date: 16/07/2008

Project Initiation Document

1.0 Background

1.1 Local authorities in Somerset are committed to working together to radically transform and enhance the system of two-tier local government across the County. Principal local authority partners are:

- Mendip District Council
- Sedgemoor District Council
- Somerset County Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset District Council

1.2 Leaders and Chief Executives of all Somerset councils have agreed the following Vision:

“By 2013, the county and 5 district councils of Somerset will be working in a seamless and fully integrated way, delivering services of consistently high quality, generating substantial efficiency savings and making life better for our residents and diverse communities.

We will be recognised as a National leader, innovator and pioneer in enhanced multi-tier working.”

The following Outcomes have also been agreed:

➤ **Outcome 1 – Efficiency**

To achieve annual revenue savings arising from enhanced two-tier working of £20m, by 2012/13 (Base year: 2007/08).

➤ **Outcome 2 - Customer satisfaction**

For every principal local authority in Somerset to achieve levels of overall resident satisfaction in the National top quartile, by 2013.

➤ **Outcome 3 – Reputation and Partnership Working**

To achieve a marked improvement in the perception, reputation and recognition of Somerset and each of its local authorities, including positive direction of travel and use of resources ratings in the new Comprehensive Area Assessment of level 3 or above, by 2013.

1.3 The Pioneer Somerset Programme will bring about new approaches to two-tier working that are truly pioneering in their design, delivery and in the positive outcomes they will bring for Somerset’s residents and communities.

1.4 Pioneer Somerset is a five year programme, starting in April 2008 and finishing at the end of March 2013. The programme is divided into two phases:

- Phase 1 – Development (year 1)
- Phase 2 – Implementation (years 2-5)

Project Initiation Document

- 1.5 The aim of Phase 1 of the programme is to:

Deliver (by end November 2008) a comprehensive action plan for consideration by the Pioneer Somerset Board and each individual council.

The action plan will clearly establish the measures that will need to be undertaken to deliver the agreed vision, supporting principles and outcomes set out in section 2 of this PID.

A series of further Project Initiation Documents will be appended to the action plan, with further bids for LIFT funding as appropriate

- 1.6 Leaders and senior managers of all Somerset local authorities have considered the areas that need to be within the scope of the Pioneer Somerset Programme, and are as follows, organised into three main groupings:

POLICY

- Strategic Leadership (political)
- Strategic Leadership (managerial)

PLACE/LOCALITY

- Enhanced Strategic Partnership Working (LSPs)
- Community engagement and empowerment
- Service Devolution

SHARED SERVICES

- Workforce Development
- Customer Access to Services
- Sector Led Support
- Shared Services

- 1.7 Each of the above nine areas are therefore the identified work streams of the Pioneer Somerset Programme, and conclusions from each of these will be drawn together into the comprehensive action plan delivered at the end of Phase 1 of the Programme (November 2008).

- 1.8 This PID is therefore a development of the Shared Services work stream, and is intended to generate options for shared services in order to deliver the agreed vision and desired outcomes for enhanced two-tier working.

2.0 Outline Business Case

- 2.1 It can clearly be seen from the background information how the Shared Services work stream contributes to the overall achievement of the Pioneer Somerset Programme, and in particular how it will assist delivery of the three agreed outcomes for the Programme, those being improved efficiency, increased customer satisfaction and enhanced reputation.

Project Initiation Document

- 2.2 The agreed Outcomes, identified within the Pioneer Somerset PID, for the Shared Services work stream are as follows:

Year 1

- 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)

Year 3

- District-district shared service options implemented
- County-district shared service options – started to deliver.

Year 5

- On target for efficiency savings outcome

3.0 Project Objectives and Scope

- 3.1 The outcomes of the Shared Services Project are identified above, and once implemented will see a radically new approach to service delivery across the tiers of local government in Somerset, that will provide improved services to the public together with significant efficiency savings.
- 3.2 The project will also significantly contribute to the achievement of NI 179
- 3.3 The scope of the project will involve all services provided by the County Council and District Councils within Somerset
- 3.4 The Shared Services Project will specifically **not** seek to involve the 3rd tier of local government within Somerset, as this will be considered within the 'Devolved Services' work stream. There is clearly a potential for an overlap between these work streams and this will need to be reviewed regularly in order to ensure that opportunities are not being missed.
- 3.5 Similarly, this Project will potentially have inter-dependencies with other Pioneer Work Streams, in particular:
- **Strategic Leadership (Political and Managerial)**
In terms of providing the strategic political leadership across the county, and across all authorities, to ensure that opportunities for shared service delivery are properly considered and are implemented where the business case clearly identifies the benefits to be gained for Pioneer Somerset.
 - **Community engagement and empowerment**
There will undoubtedly be opportunities identified for shared services that will impact on local community engagement and empowerment, and this will need to be considered as a part of the business case.

Project Initiation Document

- **Service Devolution**
Throughout this PID, and indeed throughout the Pioneer Somerset PID, reference is made to 'two-tier' working. Much of the work of the Programme, including the Shared Services work stream, and its delivery will be carried out by county and district tiers of local government in Somerset (principal authorities). The county and district councils however recognise the importance of working with parish and town councils in making improvements to local government, and the 'Service Devolution' and 'Community Engagement' work streams will be particularly important in this regard. Hence, there is a potential for overlap between these work streams and the Shared Services work streams.
- **Workforce Development**
There is undoubtedly a significant overlap between the Shared Services work stream and that of Workforce Development and clear communication between these will need to be maintained in order to ensure that future resources are available to support shared services initiatives
- **Customer Access to Services**
The access to proposed shared services will need to be very carefully considered at all stages of their development, and therefore cross referencing to the work of the Customer Access work stream will be essential to ensure that the individual projects are not 'at odds' with one another. Added to which, the service of providing customer services itself, will be subject to consideration regarding the merits of developing a shared approach across the county.
- **Sector Led Support**
Depending on the services under consideration, there may well be overlaps between this work stream and that of shared services.

3.6 The main constraints on this project, the majority of which have been identified within the Risk Management section of this PID are as follows:

- That the project does not run to time – through insufficient resources being made available to support it, and/or Political and/or managerial resistance
- The pace of the project is not controlled – refers to above, but also the potential for the project to 'get ahead of itself' with an overload of potential shared services initiatives
- Poor communications that in turn stifle progress
- Organisational complexity – that means that extrapolating key data required to build the shared services business case becomes difficult to obtain in a consistent format
- Organisational cultures, and the 'willingness' of organisations to 'buy into' the shared services agenda
- The complexity of support services provision across the county may hinder progress

Project Initiation Document

4.0 Project Deliverables

4.1 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)

5.0 Project Approach

5.1 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, as part of comprehensive action plan referred to in 3.3.

6.0 Project Plan

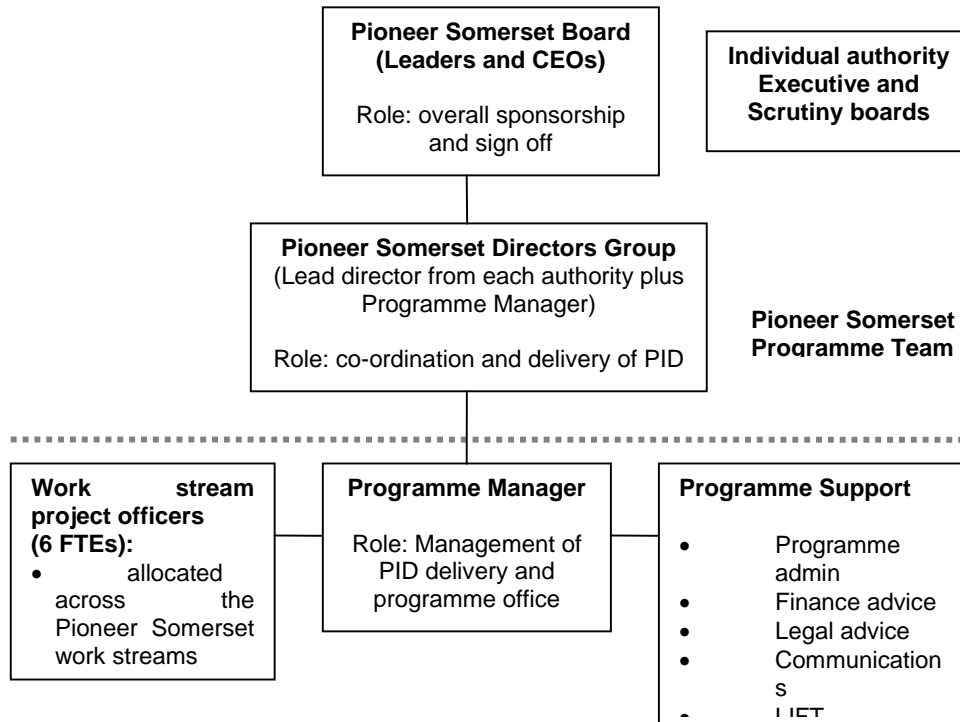
To be developed using MS Project or SCC Project Plan (TP15)

1. Provide an overall plan for the project. This should at least provide a high-level view of the stages and the timescales.
2. The PID could include the detailed plan for the project as an appendix. The Project Management Handbook provides a template **Project Plan (TP15)**, for this purpose.

Project Initiation Document

7.0 Organisation – Roles and Responsibilities

- 7.1 The Shared Services project is just one of the work stream projects sitting under the 'umbrella' of the Pioneer Somerset Programme. As such, its organisation is dictated by that agreed by the Programme as follows:



- 7.2 Identified Chief Executives will act as sponsors for each identified work stream and will have a County wide role in this respect.
- 7.3 A nominated director from each authority will oversee the delivery of the Pioneer Somerset Programme and all work streams within their own organisation. Directors will meet regularly to co-ordinate progress across Somerset, supported by a dedicated Programme Manager.
- 7.4 The responsibility for the Shared Services Project has been allocated to Mendip District Council. The Project Sponsor is therefore Mendip's Chief Executive, David Thomson, with the nominated Lead Director being Stuart Brown.

8.0 Resource Requirements (including people)

The indicative resource requirements to deliver the Shared Services project are as follows:

Resource	Requirement
David Thomson (CEO, Mendip DC)	2 days per month
Stuart Brown (Director, Mendip DC)	8 days per month

Project Initiation Document

Cathy Day (Service Manager, Mendip DC)	10 days per month
Shared Services SROs in each authority	2 days per month
Programme Manager	3 days per month
Service Officers in each authority working on specific shared services proposals	Up to 5 days per month
Finance Officer allocated to Project	Up to 4 days per month
Legal advice on shared services, procurement, etc	Up to 4 days per month

9.0 Project Costs

Funding Area	Annual Cost (£'000s)
Mendip District Council Senior Officers	67 (£19k funded from LIFT SW)
Shared Services SROs in each authority	54
Programme Manager	6 (funded from LIFT SW)
Service Officers in each authority working on specific shared services proposals	74
Finance Officer allocated to Project	12 (part funded from LIFT SW)
Legal advice on shared services, procurement, etc	15 (part funded from LIFT SW)
Conference expenses, best practice visits, mileage, subsistence, etc	10 (part funded from LIFT SW)
SUB TOTAL	238
Potential LIFT SW funding (Pioneer)	35
TOTAL COST	203

10.0 Project Quality

- 10.1 The project quality will be the responsibility of the Chief Executive Sponsor and Lead Director in consultation with the Programme Manager. As such, regular reviews and/or audits will be undertaken to ensure that the project is being delivered in accordance with the requirements of both this PID, and the overarching Pioneer Somerset PID.

Programme Manager to consider methodology and / or processes required, as these will need to be consistent with other work streams

1. Define any standards or ways of working that need to be met (e.g. ISO standards, quality systems).

Project Initiation Document

2. Identify any quality reviews or audits to be conducted and who will be responsible for conducting them.
3. Define any management processes needed to support the project (e.g. change control, configuration management).

11.0 Project Controls

Programme Manager to consider methodology and / or processes required, as these will need to be consistent with other work streams

1. Define any controls on the project (e.g. Project Board reviews, management reporting).
2. Specify any project specific review points during the project process.

12.0 Risk Management

See comments on risk management relating to wider Pioneer Somerset Programme

Describe any known risks in terms of the risk, its probability, its potential impact and explain how each risk will be managed. The template **Risk Log (TP08)** is available from the intranet and can be attached to this document as an appendix.

Signed: Position:

Directorate: Date: