



## **South Somerset District Council - Thursday 15th April 2021**

Please find attached the presentation slides from the meeting.

### **Agenda No    Item**

6.    **Verbal update on the Environment Strategy (Pages 2 - 10)**

Presentation slides

7.    **Consultation on Local Government Reform - Response to One Somerset Proposal (Pages 11 - 24)**

Presentation slides

# Environment Strategy Update

Page 2  
**Full Council**  
**15 April 2021**

Agenda Item 6



**South Somerset**  
**District Council**



Committed to be carbon  
neutral by 2030

# Energy Retrofit and Supply

- Audit report from Engie on highest use SSSC buildings provided road map to decarbonise.
- Successful bid for Public Sector Decarbonisation Grant Scheme securing £3,993,846.
- Page 3 Main works will involve decarbonising heating to ground or air source heat pumps, solar PV installation, LED lighting and some insulation work.
- Scrutiny Task and Finish group working on a project to assess the available options for switching to a renewable energy supplier



# Community Climate Activity

- Support our community to become more carbon neutral.
- Successfully applied for Local Authority Delivery Green Homes Grant. Awarded a grant of £803K.
- We will deliver retrofit insulation to hard to treat park homes across the district.
- Work started on a planning validation checklist to help assess climate impacts for new developments

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# Green Transport

- EV charging project with Devon Low carbon Energy and Transport Technology Innovator (DELETTI) ongoing.
- DfT e-scooter trial in Yeovil. 330 users having taken 8,452 journeys across the town.
- Second phase now started in Crewkerne and Chard.
- Online survey to gauge public interest on establishing a community-led electric car club for South Somerset.



Survey launched to establish interest in a community led electric car club for Sou... See more



8 5 comments 28 shares

Like Comment Share

6,807 people reached >

Boost post



# Community Engagement and Communications

- Themed messaging across social media and in press releases.
- Increased online countryside events and engagement opportunities during lockdowns



# Community Engagement and Communications

## SSDC Community Grants

- In the last year £29,434 has been awarded to help towards the realisation of 7 local community environment projects.

## Parish Environment Champions

- Engaging with the growing network of Environment Champions.
- **Parish** Room networking events - Nature Recovery and Community Energy, and next week **Recycle** More with Somerset Waste Partnership.
- Spring resource pack

**Don't Miss It!**  
**PARISH ENVIRONMENT CHAMPS**  
**RECYCLE MORE WORKSHOP**  
**21 APRIL 2021**  
**With guest speakers from SWP**



# Get SuSSed

- Monthly e-newsletter continues now includes case studies from our own parishes and feedback remains overwhelmingly positive.
- Sent to 773 recipients including members, staff and parishes. Shared by parishes on their own platforms .
- Average open rate (over last 6 months) is 34%. Industry average for local authority newsletter is 21.84%.
- The past 6 months most popular articles have been the Department for Transport e-scooter launches, the big clean energy switch, energy saving advice from the Centre for Sustainable Energy, County Climate Emergency Carbon Reduction Grants, Electric Vehicle Car Club survey and Spring Resource Pack.



# Website

- A new South Somerset Environment website has been constructed.



# Trees and Woodland

- **Our Great Parish Tree Giveaway** - 775 trees to local communities to plant in their parishes. A further 2,225 to other community projects.
- **SSDC annual tree planting** –570 trees were planted at Wyndham Hill in Yeovil and 100 at Pit Wood as part of the tree for every reception child Country File scheme. Further plantings completed across the SSDC estate by Environment Services.
- **Urban Tree Challenge Fund** – 900 trees planted in Martock & Chard.
- **In total** - 2,270 trees on SSDC sites and 3,300 on community land this winter. Since adoption of the strategy totals of 7,266 on SSDC sites and 6,360 community plantings.



# Joint Working

- Local Nature Partnership continues to lead on Nature Recovery Networks and we are actively engaged and supporting that work.
- We have led the coordination and submission of a grant application to the Green Recovery Fund in partnership with the Farming and Wildlife Advisory Group, seeking £250,000 to install nature based solutions across the district.
- Actively working with other local community groups like Reimagining the Levels and organisations like Centre for Sustainable Energy.

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# Member Briefing Review of the One Somerset Business Case

April 2021

**Bringing Ingenuity to Life**  
paconsulting.com

Agenda Item 7

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# Agenda

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**01** Brief introduction to PA Consulting, our credentials

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**02** Our approach to this report

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**03** Key findings

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**04** Questions on our analysis

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# About PA Consulting

- Innovation and transformation consultancy, 3200 people
- Significant public sector focus across all areas of government, including local government, NHS, policing, central government, higher education, associated bodies, regulators, service delivery organisations
- Recent local government experience includes working with 25+ local authorities on adult social care change programmes, central support to MHCLG during Covid-19 and multiple local government reorganisations
- Capabilities span organisational design, strategy and business cases, data and analytics, culture change and transformation, digital and care technology

# 98%

**It's a fact that 98% of clients would recommend us based on our work**

Source: PA's annual client satisfaction survey.



# Leading experts in public sector business cases

- Extensive public sector business case expertise. We have supported over 50 cases with a combined value of over £50bn over the last 3 years including central government, local government, transport, health and policing
- We were the first consultancy to become an accredited training organisation for HM Treasury's Better Business Cases™ qualification
- We support all aspects of the business case process, developing, assuring and reviewing cases, as well as setting up business case centres of excellence within organisations
- We apply an in-depth understanding of the government's Green Book and Five Case Model guidance
- Extensive client list including central government (including MoD), NHS CCGs and Hospital Trusts, Universities and Local Authorities, delivering programmes at pace for ventilators to vaccines, road to railways

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# Approach and structure

## Introduction to the PA report

- Analyses One Somerset business case
- Commissioned by Districts to inform their response to current consultation process
- Notes we have been supporting the District Councils to prepare the Stronger Somerset Business Case

## Our methodology

- Primarily focused on desktop review of the document
- Referred to a range of other documents / data sources
- A number of conversations with the Stronger Somerset team – all listed

## Outline Structure

1. An Executive Summary
2. A review of evidence and analysis included the business case
3. Analysis of the degree to which the business case meets the three MHCLG tests:
  - a) Improving the area's local government
  - b) Commanding a good deal of local support
  - c) Covering an area that provides a credible geography

# Six key findings

**1. Not a comprehensive, long-term business case to 'improve the local area.' It is focussed on the immediate reorganisation of structures.**

**2. One Somerset does not make the case for financially sustainable change**

**3. The case lacks the evidence and level of analysis commensurate to a decision of such local significance.**

**4. Does not seek to respond to significant challenges that Somerset faces**

**5. A single unitary structure risks Local Government becoming disconnected from its people and places**

**6. Regarding local support, we did not find sufficient evidence to substantiate One Somerset's claims of support**

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# Questions ?

# 01

## **Appendices**

Summary of findings

# Further detail on analysis

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## **1. Not a comprehensive business case to ‘improve the local area’ and reform local government for the longer term - focussed on the immediate reorganisation of structures.**

- a) The financial analysis only covers the immediate restructure and is silent on anything beyond that (investment in op model, service reform)
- b) The starting point – what enables best services and outcomes - form follows function
- c) Case misses the opportunity to set out a compelling and detailed plan to reform services to improve outcomes

## **2. As a result - One Somerset describes a set of one-off financial benefits but does not make the case for financially sustainable change**

- a) Financial analysis only goes up to 2024/25 and continues to project a deficit at that stage of approximately £3.7m
- b) Deficit will rise without further action to change trajectory of spending
- c) This is prior to considering the growing pressures on services, exacerbated by performance issues which need fixing

# Further detail on messages

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- 3. The case lacks the evidence and level of analysis commensurate to a decision of such local significance.**
  - a) The broad ambition and vision is not backed up by plans, costs or detail
  - b) Detail of the case is not aligned to the overall scope it sets out – not in line with HM Treasury guidance for public sector business cases, stipulated in the Five Case Model. The case sets out the vision and ambition, but the subsequent evaluation of options does not correlate to them
  - c) The modelling is overly simplistic for a business case of this significance and assumptions are not stated in full
  - d) The qualitative options analysis not done vs. a clear framework and not always impartial
  - e) Conflates an argument for unitary government which Stronger Somerset also argues for, with an argument for a single unitary

# Further detail on messages

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## 4. Does not seek to respond to significant challenges that Somerset faces.

- a) There is a lack of detail and analysis of the current challenges or the key reforms required to deliver better services
- b) Despite performance challenges
- c) There is little discussion of how children's services plan to complete the long-running improvement journey they are currently on, or detail for how adult's services will deal with the substantial demographic challenges it faces
- d) This makes it difficult to be confident about the trajectory of key services in a One Somerset model

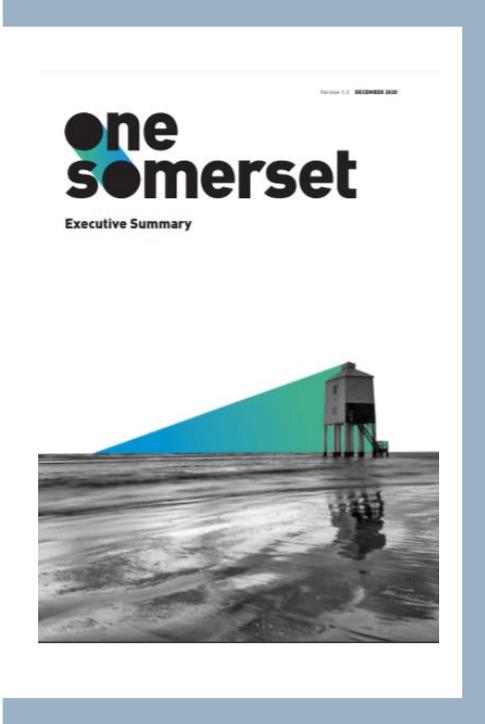
# Further detail on messages

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- 5. A single unitary structure risks Local Government becoming disconnected from it's people and places. The business case doesn't mitigate this risk.**
  - a) Somerset is large and diverse
  - b) One Somerset reducing the number of councillors from 269 to 100, leaving average representation of 5,630 per councillor compared with ~ 3,150 in the rest of England on average
  - c) This aggregates representative boundaries into bigger areas and risks losing the capacity and ability to “hear” local voice
  - d) The inclusion of Local Community Networks is a potentially promising but the design outlined here suggests the approach is too top down to foster a genuinely localist approach
  
- 6. Regarding local support, we did not find sufficient evidence to substantiate One Somerset's claims of support.**
  - a) Statements outlining local support are not supported with evidence, leaving them as assertions
  - b) The business case does not publish the any detail behind its survey establishing public support
  - c) Undermines confidence and robustness

# Six key findings

1. Not a comprehensive, long-term business case to 'improve the local area.' It is focussed on the immediate reorganisation of structures.
2. One Somerset does not make the case for financially sustainable change
3. The case lacks the evidence and level of analysis commensurate to a decision of such local significance.
4. Does not seek to respond to significant challenges that Somerset faces
5. A single unitary structure risks Local Government becoming disconnected from its people and places
6. Regarding local support, we did not find sufficient evidence to substantiate One Somerset's claims of support





## About PA.

We believe in the power of ingenuity to build a positive human future in a technology-driven world.

As strategies, technologies and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough use of technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

An innovation and transformation consultancy, we are over 3,200 specialists in consumer, defence and security, energy and utilities, financial services, government, health and life sciences, manufacturing, and transport. Our people are strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists. We operate globally from offices across the UK, US, Europe, and the Nordics.

**PA. Bringing Ingenuity to Life.**

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