

Taunton Deane Borough Council

Executive: 22 May 2008

Report of Strategic Director – Brendan Cleere

Pioneer Somerset – Programme Initiation Document (PID)

(This matter is the responsibility of the Leader of the Council)

1. Purpose of Report

1.1 To report to the Executive the progress made to date on the development of Pioneer Somerset. Pioneer Somerset is a programme of work, supported by LIFT South West ⁽¹⁾ funding, designed 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 Council

1.2 To seek approval for the content of the Programme Initiation Document (PID) and the aspirations outlined in that document as attached at Appendix 1. Each Council is seeking approval from its own Executive or Cabinet by the end of May 2008.

(1) LIFT South West is the Regional Improvement and Development Agency involving Local authorities in the Region, The Government Office, South West Local government Organisation, IdeA, and the South West Centre of Excellence.

2. Background

2.1 Members will recall the work undertaken as part of the unitary debate throughout the first half of 2007 and the resultant decision by the Government to retain the two-tier local authority structure within Somerset.

2.2 The decision to retain the existing two-tier structure of County and District Councils by no means paved the way for retention of the current methods of delivering services. Quite the opposite, and the challenge has been set for the authorities within the county to radically change the way they -

- Provide Strategic leadership;

- Work together to deliver services;
- Interact at the local level with parish and town councils and local communities; and
- Deliver material efficiency *and* budget savings.

Correspondence received from the Government post July 2007 has made it very clear that there is an expectation that Somerset authorities will jointly deliver savings closely akin to those proposed in the single unitary, two unitary and Team Somerset submissions by 2012.

- 2.3 In order to rise to this challenge, each of the above named authorities have been working together at Chief Executive and Leader level, with designated lead Directors, to develop a project brief that will deliver the results required. These are detailed in the Programme Initiation Document (PID).
- 2.4 It should be noted that the Pioneer programme does **not** make assumptions about the future and how the individual authorities should or will work together. The Pioneer Programme is designed to establish what may be required, what the most positive options are and the means by which these can be implemented if approved.
- 2.5 Political groups discussed Pioneer Somerset with the Chief Executive and Strategic Director (Brendan Cleere) on 31 March 2008. Good debate took place at these meetings, with a number of challenges and risks identified. These are summarised in the 'risk log' attached to the Programme Initiation Document as Appendix A.

3. Content of the Programme Initiation Document

- 3.1 Section 2 of the PID sets out the vision and aspirations of Somerset's elected Leaders, and the outcomes they would ultimately like to see delivered through an enhanced system of two tier local government. Remaining sections of the PID (3-5) concentrate on the Pioneer Somerset Programme, establishing:
 - The overall aims of the Programme;
 - A high level action plan; and
 - Programme delivery arrangements.

Final sections summarize the funding requirements from LIFT SW in order to secure the grant of £311,000 and identify the accountable body, Mendip District Council, and other lead contacts for the Programme.

4. What does Pioneer Somerset seek to deliver?

4.1 The Vision for Pioneer Somerset is provided below:

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.

4.2 This vision will be delivered through the work programme to be developed through Pioneer Somerset resulting in the following outcomes. These are detailed in full within the PID.

Outcome 1 – Efficiency

To achieve annual revenue savings arising from enhanced two-tier working of £20m, by 2012/13.

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.

Achievement of all outcomes has been timed to coincide with the end of the Pioneer Somerset programme (2013).

The outcomes outlined above will be supported by the following *underlying principles* as developed jointly by the Leaders in December 2007.

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

Interim targets for each of the above outcomes will be established early in the programme, alongside detailed and robust performance tracking and reporting procedures.

- 4.3 Work undertaken by the Pioneer Somerset programme will link directly with the emerging Local Area Agreement and support the Comprehensive Area Assessment.

5. Financial Implications

- 5.1 There are clearly significant financial implications in relation to this report and the Pioneer programme. The bid to LIFT South West has secured £311,000 in support of this first phase of the work, which has been allocated across the programme within the PID. In addition, each authority will be required to make staff resources available to support the various work streams and this may, in some areas, require a degree of backfilling. Details of estimated partner support in kind have been provided within the PID, but will require refinement when the programme team has been established. At this time there have been no direct bids for additional financial resources to be made available from any of the partner authorities but it is expected that the Pioneer programme of work will support, enhance and integrate with existing work streams that are already in train.
- 5.2 As outlined earlier in this report and within the PID document at Appendix A, one of the key outputs required from this programme of work is the delivery of significant efficiency and budget savings. This requirement should be seen in the context not only of national Government expectations but also the ongoing budget pressures that each authority is facing. This target saving for the Pioneer programme and the shared service agenda is being worked up by the Section 151 Officers across the County and will form part of the Local Areas Agreement.

6. Legal Implications

- 6.1 There are no legal implications arising directly from this report, but clearly as the work programme develops and proposals come forward each element will require full legal consultation and advice.
- 6.2 Any proposed changes in relation to joined up political leadership will require detailed legal assessment.
- 6.3 Legal services will be essential at numerous stages of this partnership, which will rely upon a joined up approach while protecting the interests of all partners. If each authority procures its own legal advice this could increase costs significantly and, indeed, cause increased frustration. An

agreed solution to this should be sought as early as possible within the programme of work, possibly by the formation of a joint legal team from within the partner authorities.

7. Equality and Diversity

- 7.1 The Pioneer programme of work has customer service and access at its heart and as such all work streams will seek to ensure that equality and diversity issues have been addressed. Any proposed changes to the way in which services are delivered or administered will be subject to a full equalities impact assessment including consultation with the appropriate agencies.

8. Asset Management Implications

- 8.1 Management of the Councils' assets will be a key work stream as the programme of work rolls out. This will include land and buildings and information systems infrastructure. In order to reduce costs effectively the programme team will be seeking to streamline assets where both possible and practical.

9. Risk Assessment

- 9.1 A full risk assessment will be undertaken for the Pioneer programme but in considering this report Members need to be aware of the risks associated with both adopting the Pioneer approach or not. A high level risk log is appended to the Programme Initiation Document (Appendix 1).
- 9.2 As outlined above the authorities of Somerset are required to deliver on the savings indicated in the various proposals submitted at the time of the unitary debate. In addition, each will face its own challenges in relation to balancing their annual budget and continually improving the quality of service delivery. The Pioneer programme of work can assist in securing the delivery of the savings required and at the same time mitigate the reputational risks facing the region.
- 9.3 Should the authority choose not to adopt Pioneer Somerset and work with the other Councils, it will need to seek alternative means to deliver its efficiency and performance aspirations.

10. Conclusions

- 10.1 The Pioneer programme as outlined in the attached PID provides an opportunity to address the challenges facing the County and District Councils across Somerset. The funding available from LIFT South West

will support this programme of work and provide for the procurement of support in the achievement of the outcomes identified.

- 10.2 This is an exciting and challenging time for the region, which provides an opportunity to develop a way of working that can demonstrate best practice in strategic political governance, local engagement and public service delivery.

11. Recommendations

- 11.1 The Executive is recommended to approve the Programme Initiation Document as provided at Appendix 1.

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Pioneer Somerset

- Better for Residents, Better for Communities -

DRAFT (12 May 2008)

Programme Initiation Document (PID)

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1. Introduction

- 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 Programme Initiation Document (PID) sets out the vision and aspirations of Somerset's local authorities, and the outcomes they would ultimately like to see delivered through an enhanced system of two tier local government. Remaining sections of the PID (3-5) concentrate on the Pioneer Somerset Programme, establishing:
- The overall aims of the Programme
 - A high level action plan
 - Programme delivery arrangements
- 1.3 Final sections summarise the funding requirement from LIFT SW and identify the accountable body and other lead contacts for the Programme.

2. Vision of Enhanced Two-Tier Working in Somerset

- 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 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.

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
- 2.2 An overall statement that local government in Somerset need to be ***“better for residents and better for communities”*** was also developed by council leaders.
- 2.3 The following outcomes have been agreed by leaders and chief executives. These outcomes are challenging, and set out clearly the benefits to be realised from enhanced two-tier working in Somerset. The ‘base year’ for these outcomes will be 2006/07, unless specified otherwise.

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.

- 2.4 Achievement of all outcomes has been timed to coincide with the end of the Pioneer Somerset programme (2013).
- 2.5 Interim targets for each of the above outcomes will be established early in the programme, alongside detailed and robust performance tracking and reporting procedures.
- 2.6 Clearly, significant progress has already been made in the development of the above vision, principles and desired outcomes. What is now required is a comprehensive action plan, owned by all Somerset authorities, to bring alive the vision of enhanced two-tier working in Somerset and set authorities on the path to achieving the desired outcomes. This is the challenge that the Pioneer Somerset Programme is designed to meet.

3. Pioneer Somerset – Aim and Scope of the Programme

- 3.1 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.
- 3.2 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)
- 3.3 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

- 3.4 The programme will be outward looking, learning from best practice in other two-tier areas, as well as sharing successes and learning points more widely in local government, for example through presentation of case study information at regional and national events and conferences.
- 3.5 This PID is concerned with phase 1 of the Pioneer Somerset. Sign-off of the comprehensive action plan by all authorities will trigger the beginning of phase 2 – implementation.
- 3.6 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. The nine areas within the scope of the programme, organised into three main groupings, will be as follows:

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
- 3.7 Each of the above nine areas will become identified work streams of the Pioneer Somerset Programme. Conclusions from each work stream will be drawn together into the comprehensive action plan delivered at the end of phase 1 of the programme (November 2008).
- 3.7 The next section sets out a more detailed action plan for phase 1 of the Pioneer Somerset Programme. The action plan was developed jointly by directors from each Somerset local authority, with input at key stages from the Pioneer Somerset Board and individual management teams.

4. Pioneer Somerset Action Plan

- 4.1 All action plans in this PID relate to phase 1 of the Pioneer Somerset Programme and will take the vision, supporting principles and desired outcomes (section 2) as a common reference point.
- 4.2 Action planning will follow a consistent sequence of five key stages under each work stream, as set out in (i) – (v) below. This sequence will be complemented by the detailed action plans in the remainder of this section of the PID (pages 7 – 20):

i.) Develop options appraisal methodology (completed by May 2008)

- To develop and agree a clear set of criteria to evaluate options that will be generated through the Pioneer Somerset Programme. Evaluation criteria for each work stream will be based on the vision, desired outcomes and benefits agreed by leaders and sharpened up at the beginning of the programme. Potential for delivering Local Area Agreement (LAA) outcomes will also form an important part of the evaluation criteria.

ii.) Review (completed by end June 2008)

- To research examples of best practice in other two tier areas, regionally and nationally.
- To draw conclusions based on analysis of research findings and publish these in a format that will be most accessible and appropriate to the work stream concerned.
- To gather baseline evidence and information from all six authorities in relation to each work stream.
- To establish the current performance benchmark on all outcomes, using 2006/07 as the base year.

- To develop a robust performance monitoring system to measure progress against all outcomes.
- All actions in the review stage will be targeted at areas most relevant to the delivery of agreed outcomes (section 2).

iii.) Generating options (completed by end August 2008)

- To generate options for each work stream to deliver the agreed vision and desired outcomes for enhanced two-tier working, based on evidence gathered in (ii).
- To identify potential opportunities and barriers to all options, through dialogue with key staff and elected members.

iv.) Evaluation of options (completed by end October 2008)

- To evaluate options generated in (iii) against agreed criteria, through a designed process involving the Pioneer Somerset Board and Executive members and senior managers from each council.

v.) Conclusion (by end November 2008)

- To draw together all of the work carried out in (i) – (iv) into 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.
- Completion of this stage will mark the end of phase 1 of the Pioneer Somerset Programme.
- Sign-off of the comprehensive action plan by all authorities will trigger the beginning of phase 2 – implementation.

4.3 Risks to delivery of the programme will be identified and managed at every stage.

GROUP: Policy

WORK STREAM: Strategic Leadership (Political)

CHIEF EXECUTIVE SPONSOR: To be confirmed

PROJECT OFFICER: To be confirmed

LIFT SW THEMES: (i) Public services are better (ii) members have raised their game

RELATED LAA NATIONAL INDICATORS (see Appendix C): Relates to all LAA outcomes and indicators

Link to Outcomes (in section 2.3)	Programme Milestones	Link to Leaders' working principles
This work stream provides the foundation for delivering all 3 outcomes in section 2.3 (efficiency, customer satisfaction and reputation).	<p>Year 1</p> <ul style="list-style-type: none">Clearly articulated and agreed action plan for delivering the Vision for enhanced two-tier working in Somerset, owned and understood.Scrutiny to be focused initially on the delivery of the Sustainable Community Strategy and preparations for the Comprehensive Area Assessment. Joint scrutiny reviews to be based on agreement between the council's scrutiny membership and the participating councils, including where topics relate to shared or jointly commissioned services. (milestone relates to years 1-5).Pioneer Somerset Board formally constituted and linked to each council's own constitution. <p>Year 3</p> <ul style="list-style-type: none">New political leadership structures in place across all authorities. <p>Year 5</p> <ul style="list-style-type: none">Formal links to non local authority partners leadership structures in place.	<ul style="list-style-type: none">To work together effectivelyTo establish joint governance arrangements when working in partnership

Actions (phase 1 of programme only, complementing the sequence shown in section 4.2)	Deadline	Cost (approx)
<ul style="list-style-type: none"> • Identify current political management arrangements in each Somerset authority. Review similarities and differences. • Establish costs of current approach to political leadership in Somerset, following agreement of a common method for identifying costs. • Hold first independently facilitated joint event for all leaders and executive councillors across Somerset to: (i) build greater ownership of the vision for enhanced two-tier working; (ii) to identify potential barriers and opportunities to achieving this vision, with a particular focus on joining up political leadership; (iii) build towards consensus of what joined up political leadership will look like in practice. • Hold second independently facilitated joint event for executive councillors to: (i) generate wider awareness and understanding of emerging options developed through the Pioneer Somerset programme; (ii) work towards consensus of which options will best deliver the agreed vision and outcomes. 	<ul style="list-style-type: none"> • End May 2008 • End May 2008 • June 2008 • October 2008 	<p>Expenditure to encompass the following areas outlined in more detail in section 6):</p> <p>Independent expert facilitation for events and 1-1 work with individual council executives over the period April-November 2008.</p> <p>Venue hire and refreshments</p> <p>Programme office costs (ie staff, accommodation).</p>

GROUP: Policy WORK STREAM: Strategic Leadership (Managerial) CHIEF EXECUTIVE SPONSOR: To be confirmed PROJECT OFFICER: To be confirmed LIFT SW THEME: Public services are better RELATED LAA NATIONAL INDICATORS (see Appendix C): Relates to all LAA outcomes and indicators		
Link to Outcomes (in section 2.3)	Programme Milestones	Link to Leaders' working principles
This work stream provides the foundation for delivering all 3 outcomes in section 2.3 (efficiency, customer satisfaction and reputation).	<p>Year 1</p> <ul style="list-style-type: none"> Joined up senior management arrangements proposed, linked to phased programme of shared service delivery (see page 19). Protocol agreed for inter-authority working and joint strategy development. <p>Year 3</p> <ul style="list-style-type: none"> Agreed senior management arrangements implemented. Inter-authority working embedded (culture). Stronger inter-agency management arrangements (eg joint commissions). Joined up strategies across tier the norm, with scope for local tailoring/actions. 	<ul style="list-style-type: none"> To work together effectively To establish joint governance arrangements when working in partnership
Actions (phase 1 of programme only, complementing the sequence shown in section 4.2)	Deadline	Cost (approx)
<ul style="list-style-type: none"> Identify current senior management arrangements in each authority. Review 	<ul style="list-style-type: none"> End May 2008 	Expenditure to

<p>similarities and differences.</p> <ul style="list-style-type: none"> • Establish costs of current senior management arrangements in Somerset, following agreement of a common method for identifying costs. • Hold independently facilitated event for Chief Executives to: (i) review information and evidence gathered through the programme to date; (iii) build towards consensus of what joined up managerial leadership will look like in practice. • Hold conference event for senior managers across all Somerset councils to: (i) generate wider awareness and ownership of vision for local government; (ii) identify barriers and opportunities to delivering that Vision (iii) enable managers from every authority to shape the development of options within Pioneer Somerset Programme. • Further independently facilitated event for Chief Executives to shape options emerging from the Pioneer Somerset Programme. 	<ul style="list-style-type: none"> • End May 2008 • Early June 2008 • July 2008 • October 2008 	<p>encompass the following areas outlined in more detail in section 6):</p> <p>Independent expert facilitation for events and 1-1 work with individual council executives over the period April-November 2008.</p> <p>Venue hire and refreshments</p> <p>Programme office costs (ie staff, accommodation).</p>
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GROUP: Place/Locality

WORK STREAM: Enhanced Strategic Partnership Working

CHIEF EXECUTIVE SPONSOR: To be confirmed

PROJECT OFFICER: To be confirmed

LIFT SW THEMES: (i) Public services are better (ii) Members have raised their game

RELATED LAA NATIONAL INDICATORS (see Appendix C): Relates to all LAA outcomes and indicators

Link to Outcomes (in section 2.3)	Programme Milestones	Link to Leaders' working principles
Outcome 2: Customer Satisfaction Outcome 3: Reputation	Year 1 <ul style="list-style-type: none">• Agreed approach for streamlining and greater integration of LSPs across Somerset, to meet the demands of Comprehensive Area Assessment and delivery of the Local Area Agreement.• Agreed approach for streamlining sustainable community strategies.• Agreed approach for measuring LAA/Community Strategy outcomes.	<ul style="list-style-type: none">• To work together effectively• To maximise value for money• To establish joint governance arrangements when working in partnership
Actions (phase 1 of programme only, complementing the sequence shown in section 4.2)	Deadline	Cost (approx.)
<ul style="list-style-type: none">• Review current LSP membership, support needs, role and governance arrangements across Somerset, in light of current guidance (eg place shaping) and new drivers including LAA and CAA.• Identify opportunities and barriers for streamlining and rationalising the network of LSPs across Somerset.	<ul style="list-style-type: none">• End June 2008• End August 2008	Programme office costs (ie staff, accommodation) as outlined in sections 6.

GROUP: Place/Locality WORK STREAM: Community engagement and empowerment CHIEF EXECUTIVE SPONSOR: To be confirmed PROJECT OFFICER: To be confirmed LIFT SW THEME: Public services are better RELATED LAA NATIONAL INDICATORS (see Appendix C): NI1, NI4, NI6			
Link to Outcomes (in section 2.3)	Programme Milestones		Link to Leaders' working principles
Outcome 2: Customer Satisfaction Outcome 3: Reputation	Year 1 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Sub district approach to community engagement embedded across Somerset 		<ul style="list-style-type: none"> To work together effectively To reduce costs To maximise value for money To establish joint governance arrangements when working in partnership
Actions (phase 1 of programme only, complementing the sequence shown in section 4.2)		Deadline	Cost
<ul style="list-style-type: none"> Actions to follow the sequence shown in 4.2. Community engagement review work co-ordinated by SSDC and SCC will form a major part of this work stream. 		As shown in 4.2	Programme office costs (staff, accommodation) as outlined in sections 6.

GROUP: Place/Locality

WORK STREAM: Service Devolution

CHIEF EXECUTIVE SPONSOR: To be confirmed

PROJECT OFFICER: To be confirmed

LIFT SW THEME: (i) Public services are better (ii) Providing efficient services

RELATED LAA NATIONAL INDICATORS (see Appendix C): NI4, NI179

Link to Outcomes (in section 2.3)	Programme Milestones	Link to Leaders' working principles
Outcome 1: Efficiency Outcome 2: Customer Satisfaction Outcome 3: Reputation	Year 1 Early opportunities and options for service devolution identified and reviewed Year 3 Devolution of services implemented in all priority areas	<ul style="list-style-type: none">• To work together effectively• To reduce costs• To maximise value for money• To devolve service delivery to the most appropriate level
Actions (phase 1 of programme only, complementing the sequence shown in section 4.2)	Deadline	Cost
<ul style="list-style-type: none">• Audit of all services currently devolved to town and parish councils across Somerset.• All emerging devolution options costed and evaluated	<ul style="list-style-type: none">• End June 2008• End October 2008	Programme office costs (ie staff, accommodation) as outlined in sections 6.

GROUP: Shared services WORK STREAM: Workforce development CHIEF EXECUTIVE SPONSOR: To be confirmed PROJECT OFFICER: To be confirmed LIFT SW THEME: (i) Public services are better (ii) Providing efficient services RELATED LAA NATIONAL INDICATORS (see Appendix C): Relates to all LAA outcomes and indicators		
Link to Outcomes (section 2.3)	Programme Milestones	Link to Leaders' working principles
Outcome 1: Efficiency Outcome 2: Customer Satisfaction Outcome 7: Reputation	Year 1 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> County-wide workforce development strategy embedded 	<ul style="list-style-type: none"> To work together effectively To reduce costs wherever possible To maximise value for money wherever possible
Actions (phase 1 of programme only, complementing the sequence shown in section 4.2)	Deadline	Cost
<ul style="list-style-type: none"> Actions to follow the sequence shown in 4.2. LIFT sponsored workforce development project led by SCC will form a major part of this work stream. 	<ul style="list-style-type: none"> End November 2008 	Programme activity will complement LIFT funded workforce development initiative already under way in Somerset.

GROUP: Shared services WORK STREAM: Customer Access CHIEF EXECUTIVE SPONSOR: To be confirmed PROJECT OFFICER: To be confirmed LIFT SW THEME: (i) Public services are better (ii) Providing efficient services RELATED LAA NATIONAL INDICATORS (see Appendix C): NI 4, NI 24, NI 179		
Link to Outcomes (section 2.3)	Programme Milestones	Link to Leaders' working principles
Outcome 1: Efficiency Outcome 4: Customer satisfaction Outcome 3 Reputation	Year 1 <ul style="list-style-type: none"> Single customer access strategy in place – incorporating common standards for all customers. Pilot(s) of joined up approaches to customer access in place, to inform strategy development and implementation Year 3 <ul style="list-style-type: none"> One consistent approach to customer access embedded and being delivered in localities across Somerset. 	<ul style="list-style-type: none"> To work together effectively To reduce costs wherever possible To maximise value for money wherever possible
Actions (phase 1 of programme only, complementing the sequence shown in section 4.2)	Deadline	Cost
<ul style="list-style-type: none"> Review current customer access strategies across the six principal authorities, with a view to having one consistent approach. 	End June 2008	Programme office costs (ie staff, accommodation) as outlined in sections 6.

GROUP: Shared Services

WORK STREAM: Sector led support

CHIEF EXECUTIVE SPONSOR: To be confirmed

PROJECT OFFICER: To be confirmed

LIFT SW THEME: (i) Public services are better (ii) Providing efficient services

RELATED LAA NATIONAL INDICATORS (see Appendix C): NI 179

Link to Outcomes (section 2.3)	Programme Milestones	Link to Leaders' working principles
Outcome 1: Efficiency Outcome 2: Customer satisfaction Outcome 3: Reputation	Year 1 <ul style="list-style-type: none">Early opportunities for mutual aid identified and quick wins implemented. Year 3 <ul style="list-style-type: none">Mutual aid arrangements embedded across all six principal authorities.	<ul style="list-style-type: none">To work together effectivelyTo reduce costs wherever possibleTo maximise value for money wherever possible
Actions (phase 1 of programme only, complementing the sequence shown in section X)	Deadline	Cost
<ul style="list-style-type: none">Identify current areas of weakness and areas where support is needed /requested	<ul style="list-style-type: none">End June 2008	Programme office

<p>by each authority.</p> <ul style="list-style-type: none"> • Identify current areas where mutual aid arrangements exist. • Review best practice and guidance in approaches to mutual aid • Identify barriers and opportunities for mutual aid in Somerset 	<ul style="list-style-type: none"> • End June 2008 • End June 2008 • August 2008 	<p>costs (ie staff, accommodation) as outlined in sections 6.</p> <p>Programme activity will complement LIFT funded improvement work already under way in certain parts of County.</p>
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GROUP: Shared services

WORK STREAM: Shared services

CHIEF EXECUTIVE SPONSOR: To be confirmed

PROJECT OFFICER: To be confirmed

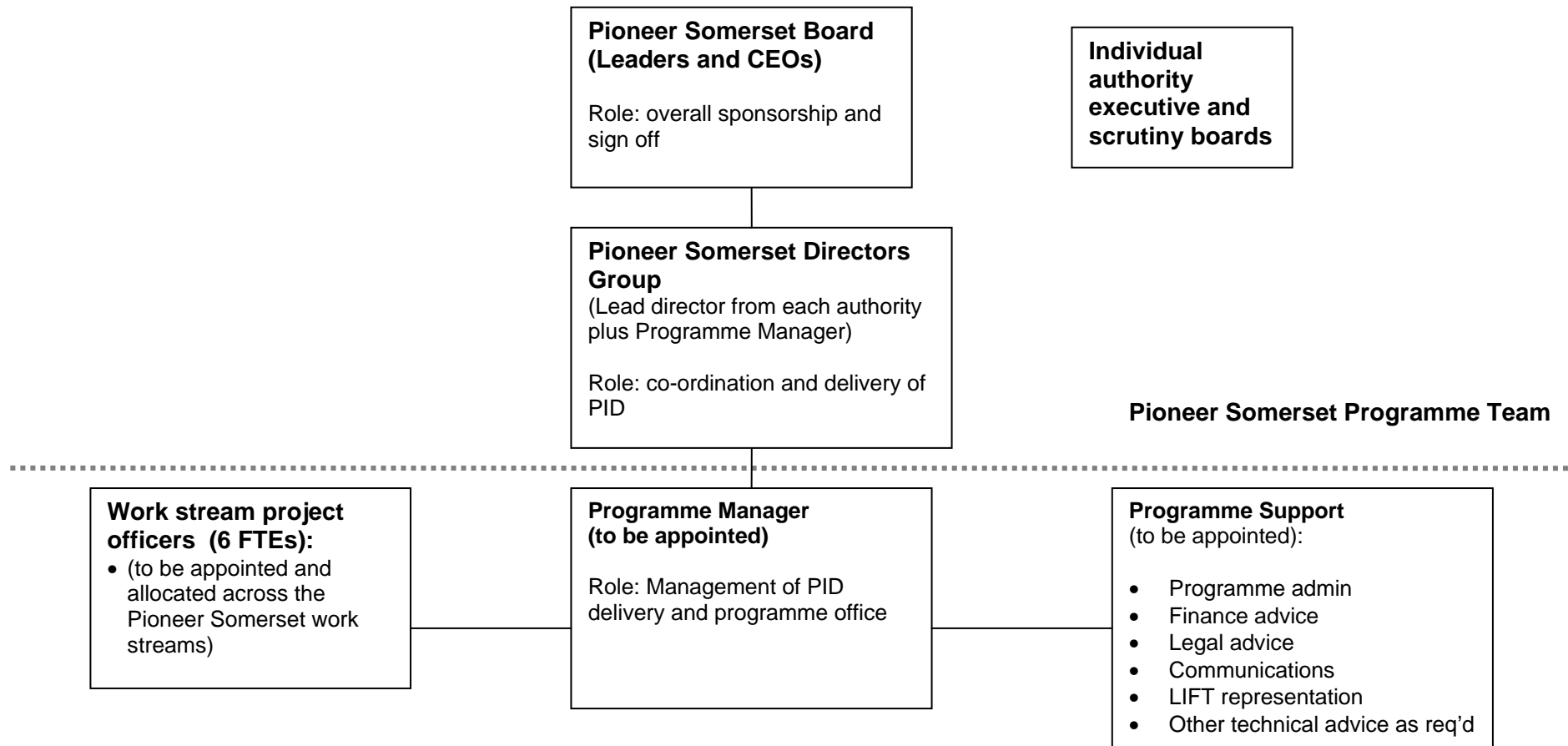
LIFT SW THEME: (i) Public services are better (ii) Providing efficient services

RELATED LAA NATIONAL INDICATORS (see Appendix C): NI 179

Link to Outcomes	Programme Milestones	Link to Leaders' working principles
Outcome 1: Efficiency Outcome 4: Customer satisfaction Outcome 7: Reputation	Year 1 <ul style="list-style-type: none">• Agreement of phased programme of shared service delivery• Agreement of preferred service delivery options as part of phase 1• 'Quick wins' identified and implemented Year 3 <ul style="list-style-type: none">• District-district shared service options implemented• County-district shared service options – started to deliver. Year 5 <ul style="list-style-type: none">• On target for efficiency savings outcome	<ul style="list-style-type: none">• To work together effectively• To reduce costs• To maximise value for money• To establish joint governance arrangements when working in partnership

Actions (phase 1 of programme only, complementing the sequence shown in section X)	Deadline	Cost
<p>The following approach was approved at the Somerset Chief Executives' meeting of 15 February 2008:</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • End March 2008 • Early April 2008 • Early April 2008 • Mid April 2008 • Late April 2008 • August 2008 • October 2008 • November 2008 	<p>Programme office costs (ie staff, accommodation) as outlined in sections 6.</p>

5. Pioneer Somerset Programme Delivery Arrangements (Year 1)



- 5.1 The Pioneer Somerset Programme Team will be established following agreement of this PID, and fully staffed by the end of May 2008.
- 5.2 Identified Chief Executives will act as sponsors for each identified work stream and will have a County wide role in this respect.
- 5.3 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.
- 5.4 The Programme Manager and team will be accommodated together in one location.
- 5.5 The programme team will include representation from outside Somerset, provided through LIFT, bringing independent challenge and support throughout year 1
- 5.6 A diagrammatic representation of Items 5.2 – 5.4 are shown overleaf.

Pioneer Somerset Delivery Arrangements cont'd

Programme Manager	Mendip DC	Sedgemoor DC	Somerset CC	South Somerset DC	Taunton Deane BC	West Somerset DC
Strategic Leadership (2 work streams: political and managerial) (CEO sponsor and Proj Officer)	Director lead across all work streams	Director lead across all work streams	Director lead across all work streams	Director lead across all work streams	Director lead across all work streams	Director lead across all work streams
Strategic Partnerships (CEO Sponsor and Project Officer)						
Community engagement (CEO sponsor and project officer)						
Devolution						
Workforce development						
Customer Access						
Shared Services						
Sector-led support						

6. Summary of Funding Requirements

6.1 The funding requirements for year 1 of the Pioneer Somerset programme are referred to in the action plan (section 4) and summarised as follows:

Funding Area	Amount (£'000s)
From LIFT SW:	
Programme Manager (x1)	75
Programme team accommodation and running costs	10
Pioneer Somerset conferences and events (including venue hire and refreshments)	20
Independent expert facilitation for members and senior officers and events	70
Expert advice and technical support (eg legal, finance, procurement)	40
40% contribution towards cost of 6 Project Officers	96
Sub Total	311
From councils' own resources: (LIFT funding may be sought for back-fill of posts in some circumstances)	
Programme administrative support	30
Travel and subsistence	10
8 days per month approx director commitment	288
2 days per month approx CEO commitment	108
60% contribution towards cost of 6 project officers	154
Sub Total	590
GRAND TOTAL	901

6.2 Each authority will also nominate contact officers to assist with legal, financial, HR and procurement issues arising during the course of the programme.

7. Accountable Body

The accountable body for this project will be Mendip District Council.

The contact officer at Mendip DC will be:

Stuart Brown
Director of Finance and Resources

Lead contacts at other Somerset local authorities will be:

- Sedgemoor District Council – Allison Griffin (Director)
- Somerset County Council – Fiona Catcher (Head of Chief Executive's Office)
- South Somerset District Council – Rina Singh (Assistant Chief Executive)
- Taunton Deane Borough Council – Brendan Cleere (Director)
- West Somerset District Council – Bruce Lang (Director)

APPENDIX A

PIONEER SOMERSET RISK LOG (April 2008)

The following risk log is a 'high level' summary of risks identified at the time of submitting the Pioneer Somerset Programme Initiation Document (PID). Risks are listed in no particular order of priority.

The risk log is at an early stage, and will be developed further to include management controls following each council's scrutiny process and establishment of the programme delivery team. The delivery team will keep the risk log and associated management controls under regular review throughout the Pioneer Somerset Programme, with support and guidance as required from the South West Audit Partnership (SWAP).

Risk Ref	RISK DESCRIPTION	ACTIONS TAKEN TO DATE
A	One or more councils does not sign up to the Pioneer Somerset programme	Programme Initiation Document (PID) has been signed off by all Leaders and Chief Executives Scrutiny and Executive meetings across Somerset authorities have been scheduled to consider the PID at a similar time, with a view to Executive approval by end of May 2008.
B	The programme does not run to time	The programme delivery team has been designed to give sufficient capacity to support the programme and ensure timely delivery. The need for external support on key areas (eg legal, procurement, independent facilitation) has been recognised and built into the PID
C	The programme does not have sufficient resources (staff, time, money) to deliver.	Authorities have agreed to release senior officer time, dedicated to the programme, as specified in the PID. Similarly, an approach to recruiting to the delivery team using a secondment model across all authorities has been agreed. There is an understanding of the varying levels of capacity in different authorities at the present time, and a willingness to arrive at pragmatic solutions which reflect the position of each council's ability to commit resources, whilst ensuring the continued broad level ownership of the programme.
D	The pace of the programme is dictated by the slowest/most reluctant partner	We have developed a shared vision of enhanced 2 tier working and a set of very clear SMART outcomes against which all options developed through the programme will be evaluated.
E	Communications about the Pioneer Somerset are patchy and inconsistent, resulting in	We have prepared a common report for scrutiny and executive purposes in all authorities, seeking approval of the jointly prepared PID. The need for jointly

	'mixed messages' and lack of clarity among key stakeholders	planned and delivered communications is recognised.
F	Day to day service delivery will slip as a result of resources invested in Pioneer Somerset	Authorities recognise the need for adeptness and careful targeting of resources, in order to meet Pioneer commitments whilst maintaining high standards in priority service areas.
G	Local identity, and the capacity to respond in a tailored manner to Somerset's diverse communities, will be reduced	The jointly developed vision for enhanced two tier working makes specific reference to Somerset's diverse communities. This will be a key criterion in the evaluation of all options forthcoming from the Pioneer programme
H	Organisational complexity, size and possibly cost will increase as a result of local authority integration.	The wording of the jointly developed vision is clear on the need for integration and reduced duplication in the pursuit of efficiency and better outcomes for Somerset residents. Options which run counter to this Vision will be exposed as such in the evaluation and will not be selected.
I	The different organisational cultures and mindsets in the six principal authorities will hinder and possibly jeopardise the programme	The fact that each council has a different culture and way of working has been recognised and taken account of in the PID, by providing opportunities for joint debate and consensus building at officer and member level, in the pursuit of our common vision and outcomes. It is also recognised that there is often a strength arising from different organisational culture, when tailored to the needs of a particular place.
J	Support service provision will be duplicated as a greater number of shared service arrangements are established	Councils have agreed to develop a solution to this issue during 2008.

APPENDIX B

COMMUNICATIONS STATEMENT

All councils recognise the need for a consistent and joined up approach to communicating the message of Pioneer Somerset to our key stakeholders, such as:

- Residents
- Parish Councils
- Elected members and staff across all six principal authorities in Somerset
- The Pioneer Somerset Board
- Voluntary and Community Sector Bodies
- Government Office South West (GOSW)
- LIFT SW
- Central Government

A Communications Strategy that is tailored to the different needs of our key stakeholders will be drawn up by the Pioneer Somerset Deliver team. This strategy will set the context and direction for all communications about Pioneer Somerset.

APPENDIX C

SOMERSET LOCAL AREA AGREEMENT – SUMMARY (VERSION 3c: 31/03/08)

Priority	Designated National indicator	Comments (including proposed Supporting Tier Indicators)
Community Cohesion	*<u>NI 1</u> % of people who believe people from different backgrounds get on well together in their local area	
Improve consultation with all sections of our communities on issues that affect them, and make best use of the information in policy and service development	*<u>NI 4</u> % of people who feel they can influence decisions in their locality	
Develop strength and role of community groups and voluntary organisations (including cultural organisations)	*<u>NI 6</u> Participating in regular volunteering	*<u>NI 7</u> Environment for a thriving third sector in Supporting Tier *<u>NI 11</u> Engagement in the arts in Supporting Tier
Drug-related crime (particularly crime and re-offending)	*<u>NI 16</u> Serious acquisitive crime *<u>NI 30</u> Re-offending rate of prolific and priority offenders	
Anti social behaviour	*<u>NI 24</u> Satisfaction with the way the police and local council dealt with anti social behaviour	
Domestic Abuse	*<u>NI 32</u> Repeat incidents of domestic violence	But concern re detail of indicator being discussed with GOSW

Reduce misuse of drugs and alcohol	<p>*<u>NI 39</u> Alcohol related hospital admission rates</p> <p>*<u>NI 40</u> Drug users in effective treatment</p> <p>*<u>NI 115</u> Substance misuse by young people</p>	
Improving safety on Somerset's roads	*<u>NI 47</u> People killed or seriously injured in road traffic accidents	
Improve access to Child & Adolescent Mental Health Services (CAMHS)	*<u>NI 51</u> Effectiveness of child and adolescent mental health (CAMHS) services	
Address the rising trend in obesity and overweight in the population.	*<u>NI 56</u> Obesity among primary school age children in Year 6	
Improve service for children with disabilities.	*<u>NI 105</u> The Special Educational Needs gap – achieving 5 A* - C GCSE inc English and Maths	
Reduce Youth Offending	*<u>NI 111</u> First time entrants to the Youth Justice System aged 10-17	*<u>NI 117</u> 16 to 18 year olds who are not in education, training or employment (NEET) – in Supporting Tier
Reduce numbers of young people not in education, employment and training	*<u>NI 45</u> Young offenders engagement in suitable education, employment or training	*<u>NI 148</u> Care leavers in employment, education or training – in Supporting Tier

Reduce teenage pregnancy	*<u>NI 112</u> Under 18 conception rate	*<u>NI 113</u> Prevalence of Chlamydia in under 25 year olds – in Supporting Tier
Reduce within county differences in mortality from cardiovascular disease	*<u>NI 121</u> Mortality rate from all circulatory diseases at ages under 75	Existing Stretch Targets for: (i) Smoking Cessation (ii) Adult exercising until March 09. To be reviewed at Year 1 refresh.
To enjoy good health and well-being in later life	*<u>NI 137</u> Healthy Life Expectancy at age 65	Local Indicator: Hip Fractures DWP PSA Indicator: Pensioners on Low Income
To be able to access good quality, affordable health, social and well being support easily	*<u>NI 139</u> People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently. OR *<u>NI 136</u> People supported to live independently through Social Services (all ages) OR *<u>NI 130</u> Social Care clients receiving Self Directed Support (Direct Payment and individual budgets)	*<u>NI 142</u> Number of vulnerable people who are supported to maintain independent living - in Supporting Tier PLUS 2 out of *<u>N130</u>, <u>NI136</u>, or *<u>NI139</u> –in Supporting Tier
Strengthen and diversify the	*<u>NI 151</u> Overall employment rate	To include a district level target in some

	*<u>NI 172</u> VAT registered businesses showing growth	<p>economy – Local indicator (Proportion of businesses in knowledge driven sectors)</p> <ul style="list-style-type: none"> • Employment & Enterprise levels in growth centres (Taunton, Bridgwater & Yeovil) – Local Indicator (Net employment change in growth centres) • Employment & Enterprise levels in Somerset's market towns and rural areas – Local Indicator (Net annual employment change in rural areas & market towns)
Increased connectivity access to services and training: strengthening rural towns and villages and improving highway and transport infrastructure	*<u>NI 175</u> Access to services and facilities by public transport, walking and cycling	
Improved LG 2 tier working	*<u>NI 179</u> Efficiency –including improved LG 2 tier efficiency.	Need to incorporate specific measure of LG 2 tier efficiency.
A county which is working in partnership to mitigate against and adapt to the impacts of climate	*<u>NI 185</u> CO2 reductions from LA operations	GOSW prefers *<u>NI 186</u> we prefer *<u>NI 185</u> *<u>NI 186</u> in Supporting Tier?

change	OR * <u>NI 186</u> Per capita CO2 emissions in the LA area * <u>NI 188</u> Adapting to climate change	
Minimise waste production and manage it sustainably	* <u>NI 191</u> Residual household waste per head	
Biodiversity		Achievement in protecting and improving the health of Somerset's environment – in Supporting Tier.

MANDATORY CYP NATIONAL INDICATORS		
Priority	National indicator	Comments
Monitor, support, challenge and	<u>NI 72</u> * Achievement of at least 78 points	

<p>intervene in schools, which do not meet Government targets for attainment and further raise standards across all key stages.</p>	<p>across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy</p> <p><u>NI 73*</u> Achievement at level 4 or above in both English and Maths at Key Stage2 (Threshold)</p> <p><u>NI 74*</u> Achievement at level 5 or above in both English and Maths at Key Stage3 (Threshold)</p> <p><u>NI 75*</u> Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)</p> <p><u>NI 83*</u> Achievement at level 5 or above in Science at Key Stage 3 or equivalent</p> <p><u>NI 87*</u> Secondary school persistent absence rate</p> <p><u>NI 92*</u> Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile</p> <p><u>NI 93*</u> Progression by 2 levels in English between Key Stage 1 and Key Stage 2</p> <p><u>NI 94*</u> Progression by 2 levels in Maths between Key Stage 1 & Key Stage 2</p> <p><u>NI 95*</u> Progression by 2 levels in English between Key Stage 2 and Key Stage 3</p> <p><u>NI 96*</u> Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3</p> <p><u>NI 97*</u> Progression by 2 levels in English between Key Stage 3 and Key Stage 4</p> <p><u>NI 98*</u> Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4</p>	
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	<u>NI 99*</u> Children in care reaching level 4 in English at Key Stage 2 <u>NI 100*</u> Children in care reaching level 4 in Maths at Key Stage 2 <u>NI 101*</u> Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11	
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