

West Somerset Council

Full Council – 12 December 2018

Approval of Funding Request for the Transformation Programme

This matter is the responsibility of the Leader of the Council, Councillor Anthony Trollope-Bellow and Councillor Martin Dewdney, Lead Member for Resources and Central Support.

Report Author: Penny James, Chief Executive

1 Executive Summary

- 1.1 This report requests additional funding for the Transformation programme. The revised Business Case increases the savings from £3.1m to £3.5m with a revised investment of circa £9.5m delivering an attractive return of investment whilst protecting front line services and improving the customer experience.
- 1.2 This means that overall costs for transformation are now estimated to exceed the original High Level Business Case estimates by £2.387m, for which WSC's share is £507k. It is proposed that the annual savings target is increased by £348k. The updated business case provides a payback period, at 2.7 years, which is below the 3 year good practice benchmark the Council has used for this programme.
- 1.3 To maintain capacity, resilience and service standards there are some one-off transitional costs for both this year and the start of next year totalling £685k, for which WSC's share is £121k.

2 Recommendations

- 2.1 Note an increase to the Transformation Programme Budget of £2.387m. Approve funding of £507k for West Somerset Council General Fund. (Note £1.277m to be funded by TDBC Council General Fund and £603k by TDBC HRA.)
- 2.2 Note an increase to service budgets for transitional costs totalling £685k. Approve funding of £121k for West Somerset Council General Fund. (Note £386k to be funded by TDBC General Fund and £178k for TDBC HRA.)
- 2.3 To support the proposed increase of the annual savings target by £348k to £3.5m.
- 2.4 Note the Shadow Executive to consider basis for allocating increased savings target within the new Council's Budget and Medium Term Financial Plan.

3 Risk Assessment

- 3.1 The report (Appendix A) presented to Shadow Scrutiny on 26 November 2018 highlights the Top Programme risks. These are extracted from the detailed Programme risk register.

4 Background Information

- 4.1 Our Transformation plans aim to deliver a Council that is digitally enabled, customer focussed and commercially minded.
- 4.2 The High Level Business Case was approved in 2016. The option chosen, the creation of a New Council with Transformation, promised £3.1m savings with one – off costs of £7.1m.
- 4.3 The original Business Case required a saving of 23% of staff costs. From recruitment to date (phase 1) and staff expressions of interest (phase 2) we are broadly on track to deliver this through the voluntary redundancy (VR) route. We estimate 23/4% of staff will have taken VR by the end of the process. This is counter to any narrative that we have an excessive number of staff leaving the organisation.
- 4.4 The additional costs mostly come from the average cost of redundancy not from higher numbers of redundancy. In 2016 we predicted the former to be £25k when in reality it has proven to be £34k. This can be for a range of reasons the most likely being the age profile and length of service of the people involved. The profile of actual leavers is hard to predict. On reflection we should have included a range for the redundancy estimate stress testing the Business Case to the pay back of 3 years which of course we remain comfortably within.
- 4.5 We recognised the radical nature of the changes we are making to our ways of working. We are effectively building a brand new organisation. We have been clear on the skills, knowledge, experience and behaviours we need to make our new organisational model a success.
- 4.6 We have built brand new functionality i.e. around digital, data, information management, business intelligence, governance, commerciality, and locality working. This has required new skills. Our ways of working have shifted the behaviours needed. We are working hard to support staff understanding, engagement and development in these areas. We also understand that our new ways of working are not for everybody and we respect that as well.
- 4.7 Whilst any redundancy is regrettable VR is always preferable to Compulsory Redundancy. The cost to the Council is exactly the same. We have therefore worked with staff to give them the opportunity to explore the new model and apply upfront for up to 3 roles and / or for VR. We cannot control or predict

people's choices or chances of success. We are managing the consequences from a transition and BAU perspective.

- 4.8 Approximately £800k of the additional cost arises from the inclusion of the DLO workforce into the Transformation Programme. They were not part of the original High Level Business Case. It became quickly apparent that this was not right. This was discussed at JPAG and the DLO were included in the original consultation document that went to all Members and staff colleagues.
- 4.9 Including the workforce has enabled us to grow and develop the Localities offer. It is also more inclusive as all staff have the opportunity to apply for any role and to benefit from the development on offer. The DLO also have one of the biggest interfaces with the public so embracing the Carol Carpenter customer work was important. Members were also keen to have a strong locality function to mitigate the risk of Somerset West & Taunton becoming remote from its communities.
- 4.10 We are recommending that the costs associated with this change be recovered along the same lines as planned in the original Business case.
- 4.11 Prudent financial stewardship at both Councils has allowed us to be able to safely make this additional investment.

5 Links to Corporate Aims / Priorities

- 5.1 The aims of the Transformation Project were set out in detail in the Business Case agreed by both Taunton Deane Borough Council and West Somerset Council in 2016.

6 Finance / Resource Implications

- 6.1 As identified in the report to the Shadow Scrutiny 26 November, the main factor in the request for increased funding is the updated estimate of redundancy costs. This is in part due to the extension of the scope of the transformation programme to incorporate the whole organisation, as explained earlier in para 4.9 - 4.11. However it is acknowledged that, in hindsight, the original estimate of these costs is some way below our current estimates. Despite this fact the updated overall costs remain affordable, and the proposed additional financial savings present opportunities for members to further protect and improve services, and further improve the financial health of the new Council.
- 6.2 Importantly the updated business case provides a payback period, at 2.7 years, which is below the 3 year benchmark the Council has used for this programme. From a financial perspective – notwithstanding the other benefits of transformation – the business case continues to demonstrate good value for money.

- 6.3 The Section 151 Officer and Transformation Accountant have worked with the Chief Executive to put together a funding plan for the additional costs. This includes prudent use of current year underspends, contingency balances held in general reserves, gains from business rates pooling, and earmarked reserves, which are shown in the tables below.

6.4 Transformation Programme Variance:

	Variance Analysed by Fund (£'000's)			
	WSC GF	TDBC GF	TDBC HRA	Total Variance
Total Transformation Programme	507	1,277	603	2,387
Funded by:				
BRR Smoothing Reserve (Pooling Gain)	0	114	0	114
General Reserves	174	335	356	865
Earmarked Reserve (SWOne exit funding provision retained for redundancy risk)	0	176	0	176
Reprioritised Earmarked Reserves	309	652	75	1,036
Allocate in year budget underspend	24	0	172	196
Transformation Total	507	1,277	603	2,387

6.5 BAU Transitional Costs:

	Variance Analysed by Fund (£'000's)			
	WSC GF	TDBC GF	TDBC HRA	Total Variance
Transition costs – post go live	85	287	143	515
Transition costs – service capacity and phase recruitment	36	99	35	170
Total	121	386	178	685
Funded by:				
Allocate in year budget underspend	121	0	178	299
BRR Smoothing Reserve (Pooling Gain)	0	386	0	386
Total Funding	121	386	178	685

- 6.6 The planned use of earmarked reserves is set out in more detail in Appendix B. The use of these reserves has been analysed by the Strategic Finance Advisor/S151 Officer and his team, who have worked with relevant managers to determine potential balances that can be reprioritised at “no risk” or “low risk”. It is therefore considered the proposed funding is robust, and leaves adequate reserve balances for other planned priorities and risks.

7 Legal Implications

- 7.1 None.

8 Environmental Impact Implications

8.1 None associated with this report.

9 Safeguarding and/or Community Safety Implications

9.1 None.

10 Equalities and Diversity Implications

10.1 None associated with this report.

11 Social Value Implications

11.1 None.

12 Partnership Implications

12.1 None for the purposes of this report.

13 Health & Wellbeing Implications

13.1 None.

14 Asset Management Implications

14.1 None.

15 Data Protection Implications

15.1 None.

16 Consultation Implications

16.1 None.

Democratic Path:

- **Corporate Scrutiny – No**
- **Executive – No**
- **Shadow Scrutiny 26 November 2018**
- **Full Council – 11 December 2018**

Reporting Frequency: One Off

Contact Officers:

Penny James
Emily Collacott
Chris Gage



Transformation Programme
Highlight Report

14th November 2018

Executive Summary

Programme Status Report

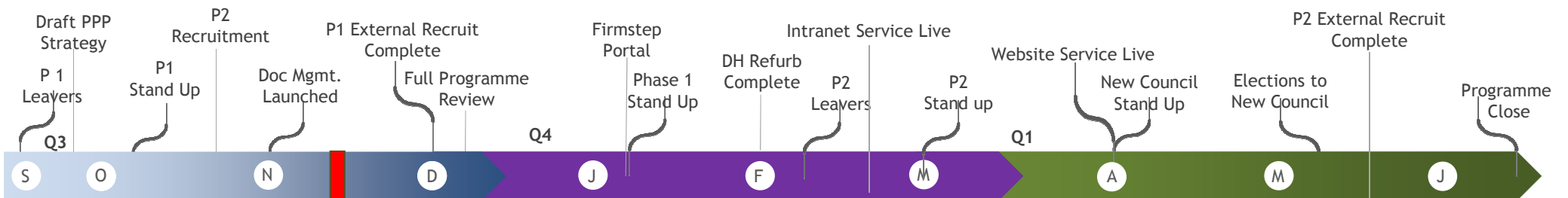
Programme Name	One Council Transformation
Senior Responsible Owner	Penny James
Programme Manager	Christopher Gage
Target Programme Completion	30/06/2019

Programme Cost	
Baseline Cost Transformation	(Accom) £7.1m (£7.5m)
Forecast Cost Transformation	(Accom) £9.5m (£7.5m)
% Spent To Date	49% (76%)
Transformation ROI	
Baseline	2.29 Years
Current	2.7 Years

Programme Status		
Benefit Delivery	Current Report	Previous Report
Saving >£3m/yr.	On Target	N/A
ROI <3 years	On Target	N/A
HL Business Case	On Target	N/A
Programme Delivery		
Resource	At Risk	N/A
Time	On Target	N/A
Cost	Off Target	N/A
Quality	On Target	N/A

Open Risks	
1 High	7 Med
12 Low	72 Complete
Overall Progress	
50%	
Process Redesign	42%
People & Change	55%
Accommodation	70%
New Council	42%
Technology	42%

Milestones





Chief Executive, BAU & Programme Commentary

Chief Executive	Commentary
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Redundancy Costs

My commentary in the September Scrutiny report made it clear that redundancy costs remained the key risk. At that point in time we had a picture of those in Phase 1 opting for voluntary redundancy (VR). We have now completed recruitment into Phase 1 (P1). In addition, we now have data for those in Phase 2 (P2) (the rest of the organisation) opting for voluntary redundancy. We have also completed recruitment to CIC (Commercial Investment and Change).

The original Business Case did not include the DLO workforce. However, it became quickly clear that to leave them wholly outside of transformation was wrong. Including them, and, redesigning the role as Localities Champions, gave us both an opportunity to drive the localities agenda further and to also ensure all colleagues embraced the Behaviour Framework and design principles especially around customer. The added benefits we're exploiting by taking this decision are:

- Applying trade and practical knowledge and expertise in the direct delivery of tasks to maintain/repair property, the environment and support people.
- Supporting customers with wider council enquiries and being a wider champion for the areas and people they are looking after.
- Enabling and encouraging customers to shift channels and self serve.

We now know 32 people (22.85 %) opted for redundancy in P1 and 121 people (24.25%) in P2. This number may increase as we continue recruitment to P2 if colleagues do not secure a role. The Business Case was predicated on an estimated saving equivalent to 23% of staff costs. In total approximately 23.9% of staff have opted for voluntary redundancy (VR). The Business Case included an estimate of £3 million to fund redundancies excluding the DLO workforce.

The redundancy cost attributable to the DLO is currently estimated at £798K. It is suggested that this cost is recovered on the same basis as the original Business Case of 2.29 Years. This requires annual saving of £348K and this will be achieved by reducing the number of Locality Champions recruited by 13. Whilst the Consultation Document shows approx. 150 Locality Champions on varying grades our financial model allows for approx. 167. Therefore the outcome can be delivered in line with the consultation document whilst meeting the additional savings target. The total savings target for the business case would be revised to £3.5m with a net pay back period of 2.7 years which is still regarded as acceptable in terms of value for money.

The revised estimate for total redundancy costs (excluding the DLO) is £4.48 million. The original Business Case included an average cost of redundancy of £25k. In reality this has proven to be £34k (excluding DLO). This has driven up the overall cost of redundancies. We are unable to restrict who takes or is made redundant and there was always a risk that this cost would increase.



Chief Executive Commentary (Cont.)

Chief Executive	Commentary
	<p>The Section 151 Officer and Transformation Principal Accountant have worked with me to put together a funding plan for these additional costs. The total required will cover the known costs plus a revised estimate for those costs that won't entirely crystallise until recruitment is completed by the end of Feb 2019. The Plan is detailed in the Finance update. Additional budget approvals will be required by the two individual councils.</p> <p>Other costs and financial impacts</p> <p>There are also small increases in other programme costs. In addition, the timing of savings / transition costs during 2018/19 financial year means that whilst the in year savings are broadly achieved in the design of the organisation, when taking into account transition costs to keep the 'business as usual' service capacity at acceptable levels there is a need for additional one-off funding.</p> <p>Recruitment</p> <p>Commercial, Investment and Change (CIC) has been recruited too and the structure chart annotated with the successful candidates is reproduced at Appendix 1. Recruitment of Specialists is the next step followed by Customer Champion and Case management Leads, then Case Managers and lastly Locality Champions.</p> <p>Transition</p> <p>The Heads of Function are working very closely with the Transformation Team to prepare for transition and implementation to our new model.</p> <p>Programme Sponsorship</p> <p>CIC will be the function responsible for business change in the future. Now that James Barraha has recruited to this team and as we move into transition and implementation it makes sense for him to now take on the Programme Sponsorship role.</p>



Business As Usual Commentary

Director of Operations	Commentary
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My commentary in September made it clear there would be an impact on service delivery during the implementation of our change programme. It reminded Councillors why capacity would be stretched during this period, and that this may mean re-phasing of work, stopping non-essential activity, or a temporary dip in performance.

Since the last update, the priority tasks have been:-

- **Managing the impact of the Phase 1 recruitment decisions.** We know that 24 people left the organisation at the end of September (and a further 9 Phase 1 posts will go later), and 59 people secured new roles. For both - the priority within BAU has been to understand their “old role” activity and identify true essential and priority tasks. These have been allocated to new temporary homes to allow these staff to take up their new roles (or leave the organisation). Some staff have started new roles in October, with the majority starting in December. The mapping of essential work to temporary homes, allocation of temp line management responsibilities and temp budget and health and safety responsibilities has been complex. To assist Councillors navigate the organisation during this transition phase, we have extended the “Member Case Management” pilot project until the end of February - and Dianne Blackmore will be the initial port of call for any queries.
- **Reviewing the List of Staff Choosing To Leave In Phase 2.** We have over 121 staff choosing to leave the organisation in phase 2. Their final date with the organisation varies - with the majority finishing at the end of February 2019. To ensure the impact of this is managed, we are currently looking at how their essential work will be covered for the short period between them leaving and the entire new model being populated.
- **Phase 2 Recruitment.** The first section of phase 2 (Commercial, Investment and Change) has now largely completed internal recruitment, with 21 staff securing roles in this area. We now need to plan the handover of their existing work as they move to take on their new responsibilities.
- **Extensions & Risk Areas.** There are some services that need additional capacity - on a temporary basis - beyond the end of February (eg there will still be 2 sets of Statements of Accounts to produce and support through external audit). We are currently putting arrangements in place to ensure these areas have sufficient capacity (on a temporary basis) to fulfil their essential tasks.

We continue to monitor high priority areas on a regular basis (collection of income, planning performance, support to vulnerable) and are managing any key vacancies by using agency resource. This continues to be a challenge in some areas as there is a national difficulty in sourcing some key specialist skill areas (e.g. Planning / Housing Options).

Staff are working extremely hard to keep services operating, in challenging circumstances. I am sure Councillors recognise this and continue to offer their support as we move into the largest phase of change in our programme.



Programme Commentary

Programme Manager	Commentary
	<p>Progress Since September Report</p> <p>Progress to date has been good with all work-streams delivering their key milestones despite a busy period of annual leave, interviewing and staff preparation for interviews. A test manager responsible for End to End testing of the Process Redesign & Technology Outputs was appointed this October and found the first 10 Outputs failed quality requirements required for day 1 readiness. The root cause was found to be based on reader accessibility. Based on these findings feedback has been given to the business analysts to prevent future noncompliance and continue with our right first time methodologies.</p> <p>A key outcome from the programme this month sits with initial benefits realisation. The Accommodation work-stream has successfully handed-over part of the Deane house to be occupied by the Police from December.</p> <p>Programme planning in the lead up to Christmas is two-fold; the first goal is to complete the Transition Plan. The programme needs to know when the Heads of Function are able to implement the capabilities delivered by each programme work-stream into the new organisation.</p> <p>Once the Transition Plan is established a Training plan can be developed to prepare staff throughout Q1 2019 in line with the new capabilities and ways of working.</p> <p>Following the September report recommendation to aid cost transparency the New Council Implementation budget will be included in the baseline programme cost dashboard (£6.81M to £7.1M). The ROI payback period for the programme has increased from the 2.3 years to 2.7 years (£9.528m/£3.5m).</p> <p>The forecast expenditure across 2 workstreams (Tech, People and Change) has increased with a total overspend of 0.9% compared to the original budget. This is however within the estimated overspend margins quoted in the September report (0.8-2%) which accounts for worst-case scenarios and risk budgeting.</p> <p>Risk mitigation has been a key focus of the programme which has successfully mitigated the strategic risk from the September Report. The latest strategic risk identified relate to potential gaps in personnel upon completion of interviews as well as risks found at the programme level. These risks assessed at programme level have been assessed as Amber and are continually being monitored.</p>

Programme Finances (£'000's)

As referred earlier in this report, we can now report with sufficient confidence an update on the projected programme costs. In particular the estimated costs of redundancy for staff exceeds the original business case estimates.

Financials (£'000's)					
Work Stream	Original Budget	Revised Budget	Actual to date	Current Forecast Total Spend	Variance to Revised Budget
Programme Management	1,244	1,186	859	1,185	(1)
People and Change	631	678	490	716	38
Customer Focus and Process Redesign	645	569	223	569	0
Technology	1,292	1,297	567	1,397	100
Redundancy	3,000	3,030	1,248	4,482	1,452
Redundancy - DLO workforce	-	-	-	798	798
Transformation Sub-Total	6,812	6,760	3,387	9,147	2,387
New Council	329	381	134	381	0
Total (inc New Council)	7,141	7,141	3,521	9,528	2,387
Accommodation	7,517	7,517	5,718	7,517	0

Programme Finances (£'000's)

The previous page reports an additional funding requirement for the transformation programme costs. The following table shows the recommended funding for these, allocated in proportion to existing cost sharing of programme costs (WSC 17%; TDBC GF 56%; TDBC HRA 27%). Allocations from reserves will require Council approval. Allocation of in year underspend may be approved by portfolio holders using delegated powers, but will be included in the request to Council for completeness.

Variance (£'000's)	Variance Analysed by Fund (£'000's)			
	Work Stream	WSC GF	TDBC GF	TDBC HRA
Total Transformation Programme	507	1,277	603	2,387
Funded by:				
BRR Smoothing Reserve (Pooling Gain)	0	114	0	114
General Reserves	174	335	356	865
Earmarked Reserve (SWONE exit funding provision retained for redundancy risk)	0	176	0	176
Reprioritised Earmarked Reserves	309	652	75	1,036
Allocate in year budget underspend	24	0	172	196
Transformation Total	507	1,277	603	2,387



BAU Finances (£'000's)

The commitment to maintaining service provision at acceptable levels during the transition period, the phasing of recruitment, and maintain support and service resilience for a short period after the new structure is 'live' requires additional funding. For example, we still need to produce two sets of accounts to produce and support through audit after the new single council structure is in place. It is recommended that these costs are funded through a combination of in year underspend and business rates pooling gain.

Transitional costs (£'000's)		Analysed by Fund (£'000's)			
Work Stream	WSC GF	TDBC GF	TDBC HRA	Total Variance	
Transition costs - post go live	85	287	143	515	
Transition costs - service capacity and phased recruitment	36	99	35	170	
Total	121	386	178	685	
Funded by:					
Allocate in year budget underspend	121	0	178	299	
BRR Smoothing Reserve (Pooling Gain)	0	386	0	386	
Total Funding	121	386	178	685	



Recommendations

Recommendations for Somerset West and Taunton Shadow Scrutiny:

- 1) Note the progress made in respect of (a) transformation programme overall, (b) business as usual, and (c) preparation for single new council implementation.
- 2) Note the position in terms of transformation, transition costs, and support recommendations to Taunton Deane and West Somerset Full Councils in respect of proposed additional funding allocations.
- 3) To support the proposed increase of the annual savings target by £348k to £3.5m.
- 4) Note that increased savings will make a positive contribution to the new Council Medium Term Financial Plan.

Proposed recommendations for Taunton Deane Borough Council:

- 1) Note an increase to the Transformation Programme Budget of £2.387m. Approve funding of £1.277m for TDBC General Fund and £603k for TDBC HRA. Note £507k to be funded by West Somerset Council General Fund.
- 2) Note an increase to service budgets for transitional costs totalling £685k. Approve funding of £386k for TDBC General Fund and £178k for TDBC HRA. Note £121k to be funded by West Somerset Council General Fund.
- 3) To support the proposed increase of the annual savings target by £348k to £3.5m.
- 4) Note the Shadow Executive to consider basis for allocating increased savings target within the new Council's Budget and Medium Term Financial Plan.

Proposed recommendations for West Somerset Council:

- 1) Note an increase to the Transformation Programme Budget of £2.387m. Approve funding of £507k for West Somerset Council General Fund. Note £1.277m to be funded by TDBC General Fund and £603k by TDBC HRA.
- 2) Note an increase to service budgets for transitional costs totalling £685k. Approve funding of £121k for West Somerset Council General Fund. Note £386k to be funded by TDBC General Fund and £178k by TDBC HRA.
- 3) To support the proposed increase of the annual savings target by £348k to £3.5m.
- 4) Note the Shadow Executive to consider basis for allocating increased savings target within the new Council's Budget and Medium Term Financial Plan.

Programme Top Risks

The below table shows the top RED (R) and Amber (A) risks extracted from the programme risk register. All risk are assigned an owner and actionee who will ensure the risk have an appropriate mitigation plan.

Title	Description	RAG	Path to Green/Closure	Strategic /Pgrm
High volume of staff gaps in new organisation	More Staff are taking VR and there is a risk that we will have more vacancies for case manager/customer/locality roles in the new organisation than expected. There is a risk that we will not have a fully resource organisation on the 1st April.	R	Forecast worst case scenario and build plan, (including resource demands). Breakdown interview plan via area/departments to highlight gaps immediately after interviews completion. Where gaps are known externally recruit as soon as practicable	S
Unbudgeted Redundancy Costs	The budget allowance for Voluntary Redundancies may be exceeded due to the numbers of individuals expressing an interest in accepting the offer of voluntary redundancy.	A	Now that the Phase 2 application deadline has passed we can confirm the total number of people requesting voluntary redundancy and hence calculate the total amount of funds required.	P
Additional Transition Costs	There may be a gap between the new organisation standing up on the 1st of April and when staff exit the organisation 1st March. Between the 1st March and the 1st April there will be a 4-6 week gap before the full channel & demand shift will occur.	A	Heads of Function to determine the gaps based on their activity and transition tracker. Assessment to be made based non essential activity (paused/stop) and if we will need additional staff to maintain the organisation.	P
SharePoint Platform	Our planned approach of building an on-premise SharePoint DMS is looking incorrect - our external SharePoint consultant has advised that we would waste significant time and money building an on-premise version based on already out-of-date technology. He advised that we should adopt SharePoint online (as part of a move to Office 365). There is therefore a risk that the timing of the SharePoint DMS build will need to be moved to later in 2019.	A	The DMS plan incorporates a 'Transition Drive' as an interim solution prior to migrating data to SharePoint. To enable the move to Office 365 this stage will be lengthened.	P
Scheduling of end to end testing	End to end testing of all the component parts brought together, i.e. new website, new intranet, Firmstep Portals - Service, Self and Dash; Firmstep self-serve forms, workflows, integrations with back office systems. All of this testing will require significant investment in resource and time to complete properly, but will come at a time in the programme where it is already extremely busy - from January onwards. Politically and reputationally it is important to get right..	A	Introduce a testing Identify a Test Manager to lead and co-ordinate activities? Revisit the plan to see when end to end testing could begin. Bring forward the delivery of as many products as possible in order for testing to start at the earliest opportunity. Test and release Firmstep products in batches over a period of time rather than in one go in April 2019.	P



New Council
Highlight Report
14th November 2018



New Council Workstream Lead Commentary

Workstream Lead	Commentary
	<p>Since the last report there has been progress in a number of areas.</p> <p>Firstly, the Somerset West and Taunton Implementation Plan was approved by the Shadow Council at its October meeting. A commitment has been made to share progress with Shadow Scrutiny on a monthly basis.</p> <p>The Boundary Commission warding review recommendations were published and shared with Members at the end of last month. Subject to parliamentary approval Somerset West and Taunton Council will be made up of 59 elected members. This is a key piece of work, essential to planning for the May 2019 elections, the next key milestone for which is the publication of the combined electoral register in February.</p> <p>Work on developing the Constitution has commenced with the first two parts of new constitution having been reviewed by the Constitution Sub-group of the New Council Member Working Group. Further parts will follow, as per an agreed schedule, with approval by Shadow Council anticipated in late March. There has also been positive news regarding the three consequential orders which we have been working with the Ministry of Housing Local Government and Communities (MHCLG) and the other ‘merging’ councils to develop. The General order which deals with the transfer of assets, liabilities, decisions, orders etc. was made by the Minister, laid on 2 November and will come into force on 26 November. SHAPE legal will be creating an ‘easy read’ guide to the order that we will share.</p> <p>The first draft of Finance order has been received from MHCLG. This primarily provides the rules around Council Tax equalisation. On 6 November we attended a meeting with MHCLG and the other ‘merging’ councils to review this draft. Further meetings are planned. Regarding the place-specific order we have submitted details of the areas we believe need covering within the order. The other councils have done likewise. However, unlike the other two orders, which cover all of the ‘merging councils’ this order will be unique to each new council. MHCLG lawyers are currently reviewing the potential content. We anticipate receiving a first draft shortly.</p> <p>Finally, there has been progress on closing actions within the Implementation Plan. 16 Actions are now completed. There has also been an increase in the number of actions that have commenced. Whilst there are many yet to start, in most instances these have a known dependency (e.g. branding being agreed) or cannot start yet (e.g. closure of the accounts) so are not cause for particular concern at this point.</p>

Somerset West and Taunton Council - Implementation Plan Summary

Implementation Plan Actions

Not Started	In Progress	Completed	Total
82	73	16	171
48%	43%	9%	100%

Highlights this month

1. Implementation Plan approved by Shadow Council;
2. Boundary commission review recommendations published;
3. First two parts of new constitution reviewed by Constitution Sub-group;
4. Final draft of General order received from MHCLG;
5. First draft of Finance order received from MHCLG;
6. Meeting held with MHCLG and other 'merging' authorities re Finance order.

Risks and Issues

Risks

- A Dependencies on third parties (e.g. Government departments, technology providers, banks), causes delay beyond our control.

Issues

- A Practicalities for decision making between 1 Apr and May 19;
- A Delay in finalising consequential orders;
- A Movement of staff within, and exiting, the council and their capacity.

New Council Cost

Baseline Cost
£329,000

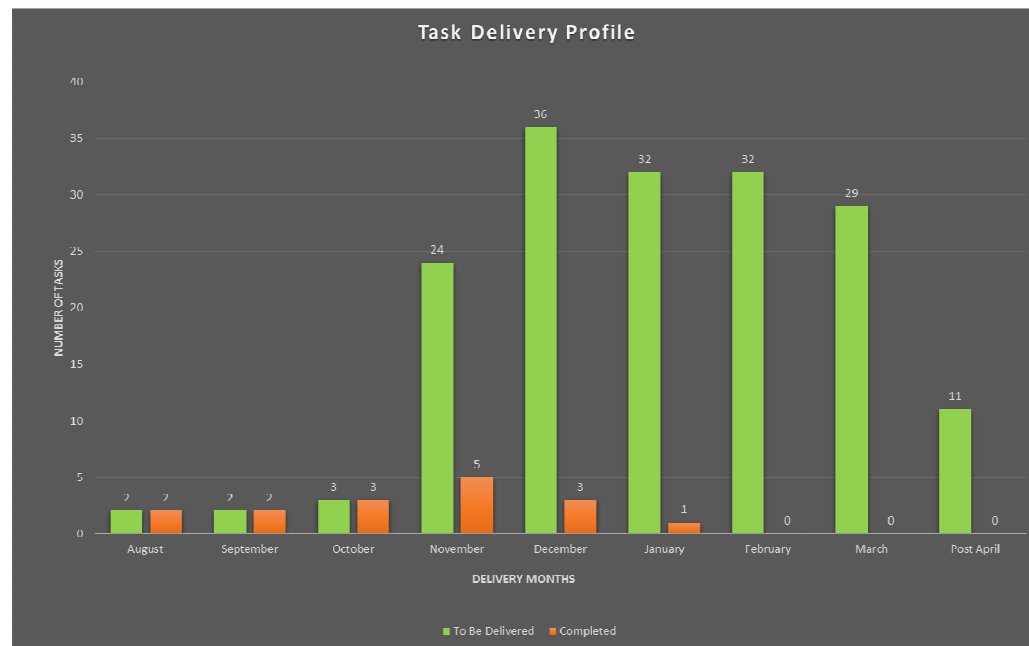
Forecast Cost
£381,000*

% Spent To
Date
38%

*Variance relates to
legal costs to ensure
safe delivery of new
council

14

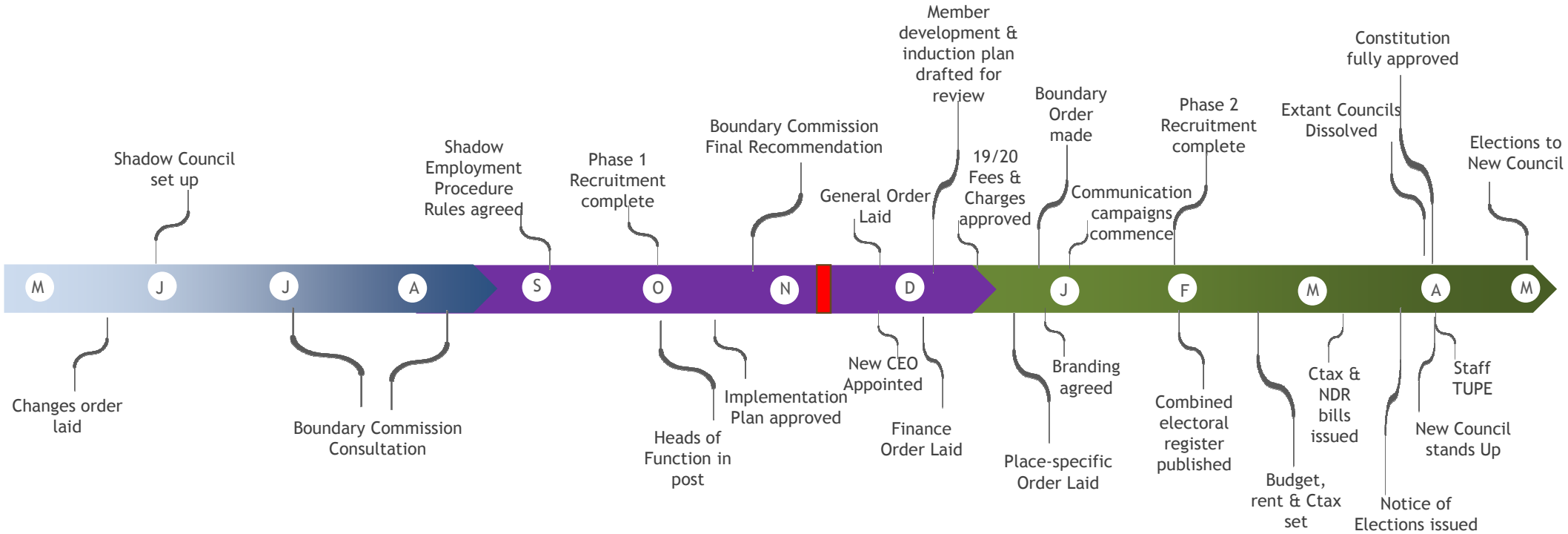
Task Delivery Profile



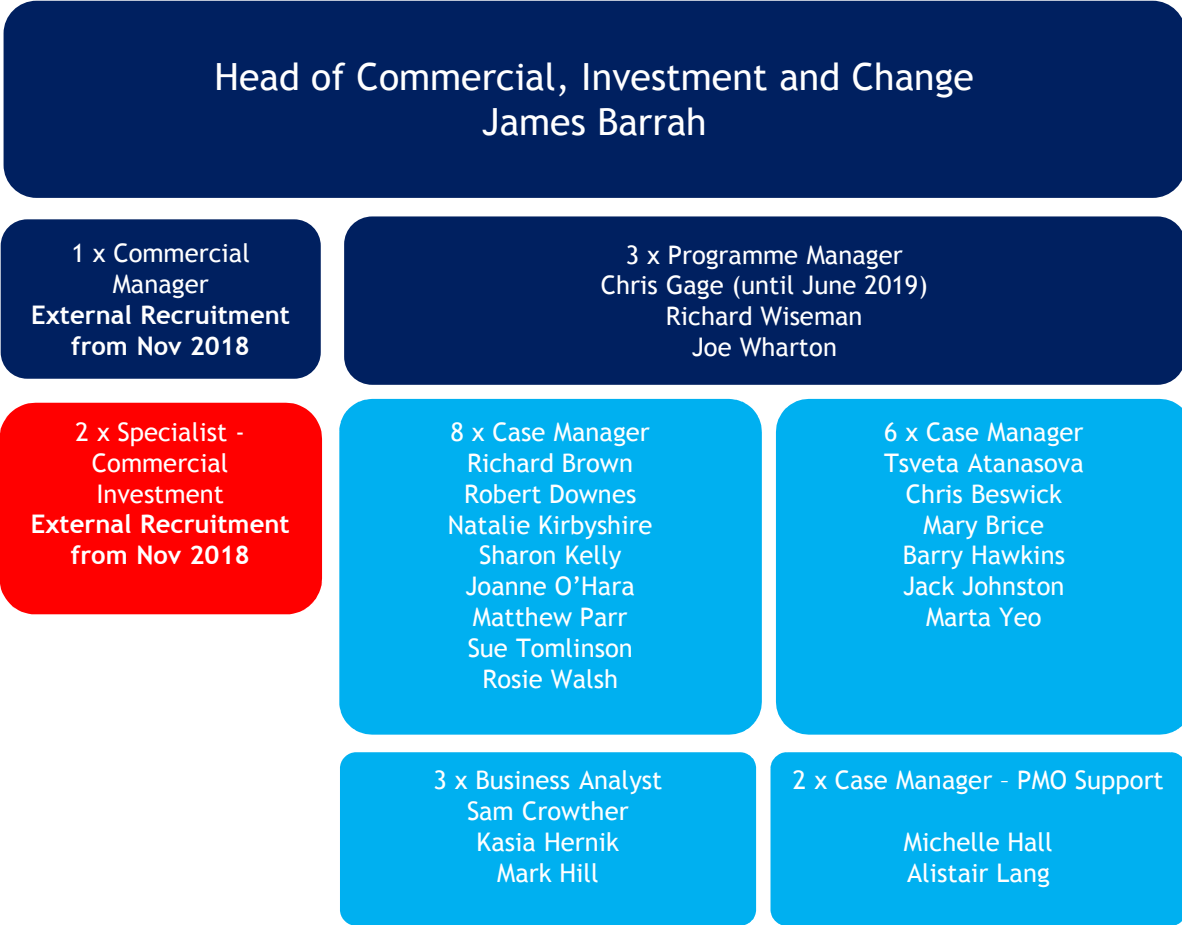


Somerset West and Taunton
 Taunton Deane and West Somerset Councils
 working together

Somerset West and Taunton Council Implementation - Critical Path



Outcome From CIC Recruitment





Appendix

Organisational Structure



Org Structure
Update November

All in Phase 1

Head of Communications & Engagement Robert Hillier

2 x Specialist –
Communications and
Engagement H
Becky Howat
Samantha Trim
Vacancy

2 x Specialist –
Communications and
Engagement (Design and
Digital)
Jo Comer
Charlotte Winmill

2 x Case Manager –
Communications and
Engagement H
Craig Stone
Vacancy

All in Phase 1

Head of Performance and Governance Christine Fraser

1 x Governance Manager K
Emily McGuinness

1 x Business Intelligence & Performance Manager K
Vacancy

1 People
Business
Partner K
Alison North

2 x Specialist – Governance
and Democratic H
Elisa Day
Marcus Prouse
1 x Specialist – PMO
Authority Support H
Vacancy

1 x Specialist -
Strategic
Procurement K
Vacancy

1 x
Specialist –
Business
Design H
Vacancy

4-6 x Specialist
– Business
Intelligence,
H & F
Stephen Donkor
Richard Doyle
Julie Harcombe
Paul Lamb
Reuben
Greening
Towers

18 x People
Manager H
Martha Dudman
Louise Ferris
Vicki Gamble
Phil Gratton
Lynn Holden
Shari Hallett
Suzanne Rea
Andrew Smith
Bryan Stuckey
Emily Wishart
Sharon Yarde
+ Vacancies

6 -8 x Case Manager-
Governance, Democracy &
Executive Support
F & D
Lauren Finimore
Krystyna Kowalewska
Tracey Meadows
Nicola Paling
Andrew Randell
Rebecca Raymond
Clare Rendell

1 x Specialist –
Clienting H
Natalie Green

*Waste Partnership
*Leisure Contract
*Parking
Enforcement/Cash
Collection
*Civil Contingencies
*Street Cleaning
*Building Control
*Shape Legal

All in Phase 1

Head of Strategy Nick Bryant

6-8 x Specialist – Strategy K & H
(People, Place, Prosperity)

Neil Anderson
Christine Chu Hui Davies
Paul Harding
Mark Leeman
Kate Murdoch
Dan Webb
Vacancy

2 x Case Manager –
Strategy grade D & F
Paula Kirby
Vacancy

Phase 1

Head of Customer Simon Lewis

1 x Customer Services Manager K
Richard Burge

1 X Case Management Manager K
Richard Sealy

1 x Specialist Manager K
Scott Weetch

4 x Customer Services Lead G

6 x Case Management Lead H

Lead Specialists

1 x People K
Heather Stewart
1 x Place K
Jo Humble
1 x Prosperity K
Vacancy
1 x Tech Business Partner K
Helen Westcott
1 x Finance Business Partner K
Vacancy

30 – 40 x Customer Champion E

120 – 135 Case Managers
H, F, D

Specialists
Approx. 50– 60 post K, H, F

Phase 2

Phase 1

Head of Localities
Brendan Cleere

3 x Locality Manager K (People, Place, Prosperity) K
Chris Hall
Lisa Redston
Jonathan Stevens

8 – 10 x Case Management Lead (Engagement Champions) H
Angela Bolitho
Beccy Brown
Philippa Hughes
Samantha Murrell
Helen Phillips
Richard Shadrick
Clare Stuart
Claire Thackray
Hattie Winter

Approx. 4 Case Management Leads H

Approx. 155 x Locality Champions

N x Community Enablement Champions (allocated from Customer)

Bereavement Service*

Phase 2

Head of Commercial, Investment and Change James Barrah

1 x Commercial Manager K
External Recruitment from
Nov 2018

3 x Programme Manager K
Chris Gage (until June 2019)
Richard Wiseman
Joe Wharton

2 x Specialist - Commercial
Investment K
External Recruitment from
Nov 2018

8 x Case Manager – Project Manager
H
Richard Brown
Robert Downes
Natalie Kirbyshire
Sharon Kelly
Joanne O'Hara
Matthew Parr
Sue Tomlinson

6 x Case Manager – Project Delivery
D, F
Tsveta Atanasova
Chris Beswick
Mary Brice
Barry Hawkins
Jack Johnston
Marta Yeo

3 x Business Analyst H
Sam Crowther
Kasia Hernik
Mark Hill

2 x Case Manager – PMO Support
1 x D, 1 x F
Michelle Hall
Alistair Lang

Planned use of Earmarked Reserves

	WSC	TDBC GF	TDBC HRA	Total
	£	£	£	£
Funding Requirement from Earmarked Reserves	309,320	652,000	75,000	1,036,320
WSC:				
Sustainability Reserve	200,000			200,000
Non-District Elections Reserve	13,536			13,536
Individual Electoral Registration Grant	6,437			6,437
CCTV (2013/14 underspend)	1,565			1,565
Assets of Community Value contingency	5,000			5,000
Planning policy (WSC local plan provision)	35,000			35,000
Business Support Grant	5,677			5,677
Publicly funded burials contingency	4,081			4,081
Planning advice contingency	20,000			20,000
Revs and Bens software	18,024			18,024
TDBC GF:				
Asset Management - Leisure		50,000		50,000
Asset Strategy		33,175		33,175
Debt recovery resources contingency		30,551		30,551
DLO trading reserve		21,136		21,136
Ec Dev Initiatives (BR Pooling Gain)		50,000		50,000
Mortgage reposessions contingency		10,378		10,378
Individual Electoral Registration Grant		45,913		45,913
Self Insurance Fund		285,404		285,404
Land charges surplus/deficit account		30,000		30,000
Planning policy (TDBC local plan provision)		60,000		60,000
Travel Plan		35,443		35,443
TDBC HRA:				
HRA Capital Financing Reserve			75,000	75,000
TOTALS	309,320	652,000	75,000	1,036,320

