

# Public Agenda Pack



## **EXECUTIVE**

**Wednesday, 15 January 2025**

**10.00 am**

**John Meikle Room, The Deane House,  
Belvedere Road, Taunton TA1 1HE**

### **SUPPLEMENT 4 TO THE AGENDA**

To: The members of the Executive

We are now able to enclose the following information which was unavailable when the agenda was published:

Agenda Item 6      Somerset Council Improvement and Transformation Programme -  
January (Pages 3 - 32) – Appendices A and B.

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# Appendix A - Improvement & Transformation Risk Register


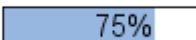
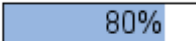
Generated on: 19/12/2024



Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0001	Insufficient budget for redundancies	Lack of sufficient funding for the programme and no receipt of the Capitalisation Directive. Insufficient capital receipts.	<ul style="list-style-type: none"> <li>Cannot initiate redundancies without a budget to fund them.</li> <li>Without redundancies, savings associated with workforce reduction will not materialise.</li> <li>Inability to deliver the £40m savings targets in 25/26 or delay savings. Capitalisation Directive only approved in principle.</li> <li>Take longer to deliver a leaner more efficient Council.</li> </ul>	4	5	3	5	2	2	Nicola Hix
				20		15		4		
				<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>				
Latest Note:	09 Dec 2024	As per Nicola Hix: Capital receipts continue to be monitored and reported to Scrutiny, Corporate & Resources and Executive through budget monitoring reports. Cost of redundancies against Capital receipts continue to track against forecast figures. Structural changes have been made as part of the mid-point consultation review with addendums published, therefore final costs have yet to be finalised.								
<b>Mitigation: Existing Controls in Place</b>										
Continued work to progress the Improvement and Transformation Plan setting out how we will deliver the Council's key objectives, secure a medium term financial position and the broader Productivity Plan										
Programme Steering Group to regularly review actual receipt and projected quarterly forecast of capital receipts against quarterly profile of redundancy costs, to ensure sufficient budget is available or early escalation of any challenges										
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>			
	Continue dialogue with MHCLG to ensure progression on the capitalisation directive and the internal and external assurance measures outlined by DLUHC in February 2024, This includes the CIPFA review which is commenced in July 2024.			95%	Nicola Hix	31-Mar-2025	09-Dec-2024 As per Nicola Hix: No change this period			

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Agenda Item 6

▶	Regular monitoring of the forecast of capital receipts from the disposal of assets including commercial properties that are actively managed through the Property and Investment Executive Sub Committee and Asset Management Group.		Nicola Hix	31-Mar-2025	09-Dec-2024 As per Nicola Hix: No change this period.
▶	Ensure progression of action against the approved Strategy in place for disposal of assets to generate capital receipts that could be used via flexible use of capital receipts policy.		Nicola Hix	31-Mar-2025	09-Dec-2024 As per Nicola Hix: No change this period.
▶	Finance to closely monitor the redundancies, their timing and cost against that forecast, and report regularly to Programme Steering Group.		Nicola Hix	31-Mar-2025	09-Dec-2024 As per Nicola Hix: No change this period.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0002	Redesign of the Council does not deliver the required workforce savings	<ul style="list-style-type: none"> <li>Quality of blueprints</li> <li>Quality of SAP data</li> <li>Inconsistencies between SAP &amp; Finance data</li> <li>Capacity of HR &amp; Finance staff</li> <li>Multiple DA panel queries</li> <li>Complexity and size of whole organisation redesign</li> <li>Service Director queries and concerns</li> <li>Lack of monitoring and oversight of the process</li> </ul>	<ul style="list-style-type: none"> <li>Savings requirements are not delivered</li> <li>Further restructuring is required</li> <li>Impact on staff morale</li> </ul>	4	4	3	4	2	2	Alyn Jones
				16		12		4		
				Impact		Impact		Impact		

**Test Note:** 09 Dec 2024 Risk score has been reviewed and will remain as is until the restructuring consultation is closed and an updates completed.

**Mitigation: Existing Controls in Place**

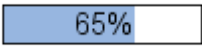
- Costings exercise completed before consultation
- Monitoring of process through tracker
- Established weekly calls to run through progress, raise concerns and blockers has been set up with all HR and Finance Leads and Programme Leads on this work every Thursday.
- Clear lines of accountability and responsibility identified for HR and Finance validation process
- PILON Offered to staff (although this adds to the knowledge transfer risk)
- Clarity on products required to launch consultation (including minimum viable product)
- Regular checkpoints to ensure that prior to consultation, we have hit the required level of savings
- Clarity on products required to deliver consultation, recruitment and appointment phases

**New Mitigating Actions**

	Progress	Assigned To	Due Date	Latest Note
At risk employees are interviewed first allowing programme to confirm who will be staying/leaving sooner	65%	Nicola Houwayek	23-Dec-2024	05-Dec-2024 As per Nicola Houwayek: High level principles now shared with ELT/Trade unions and emphasis on the need to interview at risk employees first. Process now being worked up for how this will work in practice



Increased focus on at risk employees being matched to vacancies thus reducing those potentially leaving



Nicola Houwayek 23-Dec-2024

05-Dec-2024 As per Nicola Houwayek: High level principles now shared with ELT/Trade unions and emphasis on the need to give individuals given notice of redundancy first consideration for appointment to vacancies. Process has been drafted and will be agreed/in place by 23/12.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner	
				L	I	L	I	L	I		
ITP0003	Financial savings are counted twice so reducing the actual savings against the bottom line	No joined up financial tracking across all 'savings' activities which means the same savings may be being banked several times (re budget setting and development and validation of these new savings not tracking savings that are already committed)	Less savings achieved than expected.	5	5	3	4	2	4	Alyn Jones	
				25		12		8			
				Impact		Impact		Impact			
Latest Note:	09 Dec 2024	A process remains in place to ensure savings are only counted once, however there is no change to this risk whilst the budget for 2025/26 is being finalised with checks and amendments being made.									
<b>Mitigation: Existing Controls in Place</b>											
A single financial tracker has been created which has been included in the budget monitoring reports. and is cross checked with workforce and business case to minimise double counting.											
Alignment with MTFP process to minimise double counting											
<b>New Mitigating Actions</b>											
			<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>					
7		MTFS new savings proposals assurance process to include specific review to check no double counting against existing or other new savings	50%	Nicola Hix	28-Feb-2025	09-Dec-2024 As per Nicola Hix: In progress and will be taking place ahead of the MTFP being agreed in February.					

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner	
				L	I	L	I	L	I		
ITP0005	Unmotivated workforce	Continued uncertainty for colleagues in level 4-6; whilst some have clarity on likely future following the launch of the consultation period of the restructure, many others remain unsure on their personal and teams' future. This is added to concern to the levels of service teams will be able to offer in the future due to depleted resources.	<ul style="list-style-type: none"> <li>Drop in productivity, morale and engagement</li> <li>Potential increase in retention risks and higher turnover of staff</li> <li>Potential reduced responsiveness to customer needs (residents, members, staff, vulnerable etc)</li> <li>Reputational damage</li> <li>Higher sickness absence</li> </ul>	5	5	4	5	3	3	Clive Mallon	
				25		20		9			
				Likelihood		Likelihood		Likelihood			
				Impact		Impact		Impact			
Latest Note:	27 Nov 2024	Likelihood score has increased this month, this is primarily down to the commencement of restructure consultation; there is a direct impact on motivation as certain colleagues find themselves at risk or in ringfences. Varying support interventions in place.									
<b>Mitigation: Existing Controls in Place</b>											
Supporting People through Change Workstream mobilised focusing on staff personas and providing targeted support to ensure motivation remains											
Regular management and staff briefings.											
Monthly All Staff Q&As led by the Chief Executive.											
Launch of Shout Out Page on Viva Engage set up where staff can recognise and celebrate colleagues/good work											
Survey to benchmark staff wellbeing											
Release of Layers 4-6 structure in September to organisation as planned											
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>				
	Total Reward offers/incentives to remind staff positives/benefits of working for somerset council				Dawn Bettridge	31-Mar-2025	02-Dec-2024 the Supporting People Through Change workstream has run a number of roadshows and webinars to remind and inform staff about pensions, staff benefits the Employee Assistance Programme and other targeted support connected to the Restructure and the impact on staff. Total Pay and Reward programme proposal drafted for 2025/26				
	Dedicated support to different staffing groups				Clive Mallon	31-Mar-2025	05-Dec-2024 As per Clive Mallon: Initial three Planning you Future Roadshows have been held, next four planned in Dec, Jan and Feb. Likely that we'll have one final larger scale event which includes a series of local employers with vacancies to assist those at that point in time that know they haven't				




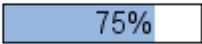

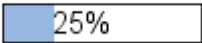

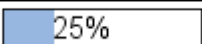
been successful in obtaining a role internally to find employment.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0006	Council struggles to recruit and retain required talent and knowledge	<ul style="list-style-type: none"> <li>Strong competition nationally for hard to fill specialist roles</li> <li>Less attractive to external candidates, impacted by known financial sustainability challenges facing Somerset Council</li> <li>Volume of change, impact of change and ongoing uncertainty for existing staff</li> </ul>	<ul style="list-style-type: none"> <li>High turnover which might impact negatively on service performance</li> <li>More difficult to recruit to and retain hard to fill roles</li> <li>Increased costs due to use of agency staff</li> <li>Reputational damage</li> </ul>	4	4	4	4	3	4	Dawn Bettridge
				16		16		12		
				 Lifelihood Impact	 Lifelihood Impact	 Lifelihood Impact				
Latest Note: 06 Dec 2024	As per Dawn Bettridge: Total pay and reward report has now been shared with key stakeholders setting out the key principles behind the need to review our approach to pay and grading. Otherwise, no changes to risk score.									
<b>Mitigation: Existing Controls in Place</b>										
Knowledge Transfer and Retention Toolkit launched and in place										
Utilising existing Pay Policies such as recruitment and retention allowances.										
Conducted staff survey to understand how staff feel about working for Somerset Council, results will inform an action plan to address issues raised										
Delivery of Job Evaluation Action Plan										
Launched 'My Conversations' - replacing annual appraisals and promoting regular conversations between staff and line managers about the future										
Recruitment and retention allowance being piloted across the council to mitigate services with hard to fill posts.										
Contacting other authorities to ascertain their own approaches to pay and grading to establish benchmark to compare against										
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>			
	Progress pay & grading project to review opportunities with pay and grading for Somerset staff				Dawn Bettridge	31-Mar-2025	26-Nov-2024 A Total Pay and Reward report has been prepared for ELT and Executive - discussion to start in December regarding the resourcing and financing of the programme in 2025/26. Work being led by Interim SD Workforce. Proposal and plan to be in place by April 2025 - project will take a further 18 months to complete.			
	Managing people's exit ensuring it is made pleasant, and using the intelligence from exit interviews to inform retention policies				Clive Mallon	31-Mar-2025	05-Dec-2024 As per Clive Mallon: Increased scrutiny of exit questionnaire data instigated. within OD Team. Critical element of retention of staff included within Developing People Strategy.			



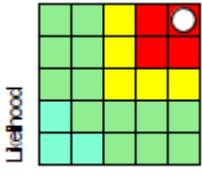
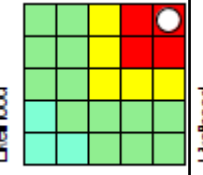
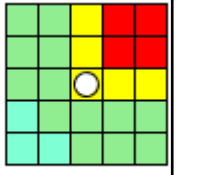





Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0007	Insufficient resource in Data and Tech skills to deliver requirements of Innovation & Change Programme and DDAT capabilities that enable service redesign and sustainable change	<ul style="list-style-type: none"> <li>• more committed activity organisationally requiring digital and data skills / resource than there is resource to deliver.</li> <li>• potential restructure reduction in resources</li> <li>• Additional deliverables and resource requirements expected to be identified to deliver Innovation &amp; Change Programme which will further exacerbate the resource gap.</li> <li>• mechanism for strategic prioritisation of projects requires review &amp; approval.</li> <li>• Volume of existing pipeline and current projects is also impacted by pending introduction of new Procurement Legislation which will accelerate re-contracting required for Council Applications and Systems.</li> <li>• Risk will become greater if these skills are lost / reduced due to org resizing.</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to deliver the existing outputs and capabilities</li> <li>• Inability to deliver innovation and change programme outcomes.</li> <li>• Non delivery of associated financial savings</li> </ul>	4	4	4	4	3	3	Sara Cretney
				16		16		9		
				 Lifelihood Impact	 Lifelihood Impact	 Lifelihood Impact				
Latest Note: 06 Dec 2024 See previous note. Despite mitigating actions, there is no change to the overall risk score. Additional mitigating actions are being developed.										
<b>Mitigation: Existing Controls in Place</b>										
12 month DDAT Action Plan developed.										
Regular monitoring via Transformation Board										
Develop DDaT Project Register to baseline current position mapping existing Projects (live and pipeline with business cases)										
<b>New Mitigating Actions</b>										
			<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>				
	Create a Prioritisation Matrix and approach to be applied across the whole council		Rachael Dixon	17-Jan-2025	29-Nov-2024 • Prioritisation Matrix and Approach discussed at Transformation Board on 11th November and feedback received (delayed by a week as 4th Nov meeting cancelled)					

- Action to test against the current single pipeline of Corporate Level projects and provide an example of the outputs
- Proposal Document for the Prioritisation Approach and Matrix has been created to support the tool itself including the high level process as part of the I&T Review.
- Testing with Services has begun.
- Feedback sessions held with Finance colleagues to ensure tools meet organisations Finance requirements.

	Increase digital, data and technology resource levels		Andy Kennell	31-Jan-2025	09-Dec-2024 As per Lou Routley/Sara C: Capitalisation of transformation resources paper currently being drafted.
	Identify alternative sources of funding		Sara Cretney	31-Jan-2025	06-Dec-2024 Capitalisation of transformation resources paper currently being drafted.
	Identify alternative resource models		Sara Cretney	31-Jan-2025	06-Dec-2024 Capitalisation of transformation resources paper currently being drafted.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner	
				L	I	L	I	L	I		
ITP0008	Insufficient resource to deliver business as usual (to the same standard) following permanent exit of resource	Permanent exit of people through voluntary and compulsory redundancy reducing head count.	<ul style="list-style-type: none"> <li>Inability to achieve KPI's</li> <li>Inability to meet demand</li> <li>Reputational damage</li> <li>Impact on health and wellbeing</li> <li>Higher levels of sickness</li> <li>Annual leave cancelled</li> <li>Unable to meet the need of our customers (residents, members, staff, vulnerable etc)</li> </ul>	4	4	3	3	2	3	Alyn Jones	
				16		9		6			
				Impact		Impact		Impact			
Latest Note:	09 Dec 2024	New risk score has been assessed following a review of the initial risks/issues identified by services through the workforce element of the transformation programme. This will be kept under review as the structures are finalised (following the close of consultation feedback) and any service related impacts are confirmed.									
<b>Mitigation: Existing Controls in Place</b>											
Manage voluntary redundancy with phased exit, e.g. Knowledge retention toolkit											
Review corporate priorities with members											
Defining council priorities and associated business plan											
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>				
	Understand impacts of organisational change by reviewing service standards and performance with SDs and ensure appropriate decisions taken where required				Sara Cretney	31-Jan-2025	29-Nov-2024 Service Directors will complete Service Impact and mitigation templates when finalising structure proposals to be considered alongside Service EIA's.				
	Strategic approach to prioritisation and resourcing to effectively sequence and execute change				Sara Cretney	31-Jan-2025	29-Nov-2024 • Testing of the Prioritisation Approach with services is ongoing • Action plan is underway to deliver a prioritised list of corporate projects back to Transformation Board				
	Manage compulsory redundancy with phased exit, e.g. knowledge retention toolkit				Dawn Bettridge	31-Mar-2025	06-Dec-2024 As per Dawn Bettridge: Process being developed in December on how staff leaving the Authority will be supported, including use of knowledge transfer.				



Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0009	Excessive loss of staff with talent and organisational knowledge	People leave the organisation ahead of the process or without proper handover. Launch of draft proposed structure creates anger/resentment and increases likelihood of staff impacted or at risks with talent/knowledge leaving through pre 1st April as they do not like their role in new authority or are at risk of redundancy.	<ul style="list-style-type: none"> <li>Loss of key talent and skills</li> <li>Loss of organisational memory</li> <li>Inability to deliver the Improvement and Transformation Plan</li> </ul>	5	5	5	5	3	3	Dawn Bettridge
				25		25		9		
										
				Impact		Impact		Impact		
Latest Note:	26 Nov 2024	Score remains critical due to the impact of the Council Restructure programme								
<b>Mitigation: Existing Controls in Place</b>										
Knowledge Transfer and Retention Toolkit launched and in place										
PR exits will be phased between May and November 2024 to enable sufficient handover and knowledge capture.										
Release of draft structure gives assurance to high percentage of workforce										
Continued promotion of the Knowledge Transfer toolkit managed through central comms plan										
<b>New Mitigating Actions</b>			<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>				
	Managers guidance to support managers who have staff leaving the authority		<input type="text" value="75%"/>	Clive Mallon	31-Mar-2025	05-Dec-2024 As per Clive Mallon: This is now a formal sub-workstream as part of the recruitment and interviews workstream and meet weekly. Guidance to be developed in line with agreed processes.				
	NEW: Leadership and Management Development programme 2025/26		<input type="text" value="0%"/>	Clive Mallon	31-Mar-2026					
	NEW: Total Pay and Reward Programme 2025/26		<input type="text" value="0%"/>	Dawn Bettridge	31-Mar-2026					
	NEW: SAP HR Upgrade in 2025/27 to support an integrated HR and Talent Management system		<input type="text" value="0%"/>	Dawn Bettridge	31-Mar-2026					
	NEW: OD Programme - improving the Employee Experience 2025/26 (Culture change)		<input type="text" value="0%"/>	Clive Mallon	31-Mar-2026					



Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0010	Non delivery of the organisational restructure by 31st March 2025	<ul style="list-style-type: none"> <li>• Inconsistences between SAP &amp; Finance data</li> <li>• Capacity of HR &amp; Finance staff</li> <li>• Volume and complexity of HR, Finance , Executive &amp; Service Director and DA panel queries</li> <li>• Complexity and size of whole organisation redesign• Lack of monitoring and oversight of the process Impact of parallel restructuring for LGR and Layers 2&amp;3</li> <li>• Consultation on Layers 4-6 is delayed beyond September '24.</li> <li>• Structure proposals do not meet required reductions and design principles</li> <li>• Volume and complexity of consultation responses</li> <li>• Tight timelines</li> <li>• Volume of consultation feedback to too high to consider within the current timeframe</li> <li>• Consultation period extended as per ITP0019</li> <li>• Demand on service directors in being able to lead and deliver their new structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Impact on savings delivery for both 24/25 and 25/26</li> <li>• Impact on staff morale and uncertainty could negatively impact service delivery</li> <li>• Continued issues with unaligned Finance &amp; HR data</li> <li>• Reputational damage</li> <li>• Integrity of the programme</li> <li>• Could result in staff working beyond April 1st 2025 and impacting on 25/26 budgets</li> </ul>	4	5	3	5	2	2	Alyn Jones
				20		15		4		
							<p>Impact</p>	<p>Impact</p>	<p>Impact</p>	
<p>Latest Note: 09 Dec 2024 No change in the risk score at this stage. This will be updated and reviewed following the close of consultation and structures finalised.</p>										
<p><b>Mitigation: Existing Controls in Place</b></p>										
<p>Project plan reviewed daily by the Programme Manager</p>										
<p>Weekly updates on programme performance DA highlighting any early indicators of slippage</p>										
<p>Weekly review of programme performance via the Programme Steering Group</p>										


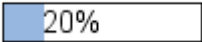

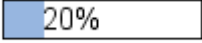

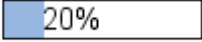

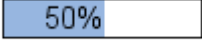



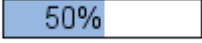
Enhanced assurance processes in place include: weekly SME review sessions

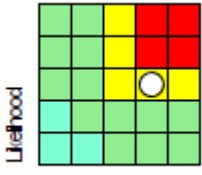
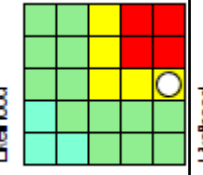
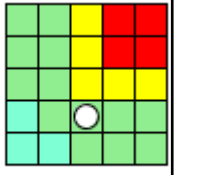
Enhanced assurance processes in place include: four weekly Design Authority query review sessions

Enhanced assurance processes in place include: weekly review of comms & engagement plan

Additional HR Resource identified to support a revised timeline

Dedicated project and change resource in place for each directorate to help them agree their final structures/consultation material

New Mitigating Actions	Progress	Assigned To	Due Date	Latest Note
 The section 4 requirements are revised		Nicola Houwayek	23-Dec-2024	05-Dec-2024 As per Nicola Houwayek: Although dates/meetings have been agreed, conversations continue around section 4 requirements and viability of current expectation on programme to meet certain deadlines.
 We look to condense currently scheduled activity where we can		Nicola Houwayek	23-Dec-2024	05-Dec-2024 As per Nicola Houwayek: Programme continues to operate flexibly and delivering workstreams in parallel. Will continue to consider in light of timeline and potential changes.
 Overlap delivery to ensure time timeline is viable		Nicola Houwayek	23-Dec-2024	05-Dec-2024 As per Nicola Houwayek: Programme continues to operate flexibly and delivering workstreams in parallel. Will continue to consider in light of timeline and potential changes. Additional project resource has been confirmed and will enable structured support at a directorate level
 Additional HR resource made available to support tighter timeline		Dawn Bettridge	23-Dec-2024	02-Dec-2024 6 CV's shortlisted for interview in early Dec.
 Validation of data to be carried out by Finance team		Nicola Hix	16-Jan-2025	09-Dec-2024 As per Nicola Hix: No change this period
 Dedicated Finance and HR resource in place until 30th March 2025		Dawn Bettridge	31-Mar-2025	26-Nov-2024 Additional HR resources are being sourced through specialist recruitment agencies to provide sufficient HR Advisory and HR Business Partnering capacity from Dec 24 to March 25.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0011	Damage to Trade Union relations and risk of industrial action	<ul style="list-style-type: none"> <li>Failure to consult and engage</li> <li>Failure to reach agreement on the VR scheme/CR details in regards to criteria/approach</li> </ul>	<ul style="list-style-type: none"> <li>Loss of trust</li> <li>Loss of confidence in management</li> </ul>	3	4	3	5	2	3	Dawn Bettridge
				12		15		6		
										
				Impact		Impact		Impact		
Latest Note:	09 Dec 2024	Consultation period extended by 1 week in response to Trade Union feedback so that additional information and time for meaningful consultation can be provided (financial information and additional time for staff to be aware of and review the new information on the Restructures SharePoint site).								
<b>Mitigation: Existing Controls in Place</b>										
Engagement with Trade Unions on a regularly basis throughout the process										
Timeline now includes lead in time for sufficient engagement with Trade Unions between Business Case being completed and consultation starting										
As part of the informal engagement, have agreed to share the 'material' with TUs in advance of staff and members.										
As part of formal consultation, we will share the consultation material a week in advance of sharing with staff and managers to ensure they are comfortable with what's being presented before formal consultation can commence										
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>			

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0013	Devolution to City, Town and Parish Councils programme does not have a sufficient number of lead officers with the required knowledge and experience to lead devolution projects	<ul style="list-style-type: none"> <li>Knowledgeable and experienced staff leaving the organisation due to VR/CR</li> <li>Knowledge transfers not taken place</li> </ul>	<ul style="list-style-type: none"> <li>Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible</li> <li>Failure to deliver related financial savings</li> <li>Reputational damage</li> <li>Loss of services and assets locally</li> <li>Unable to progress tranche 2 and complete tranche 1</li> </ul>	5	5	4	5	2	4	Sara Skirton
				25		20		8		
				Lifeline Impact		Lifeline Impact		Lifeline Impact		

Latest Note: 27 Nov 2024 Risk reviewed - no change to overall scoring.

**Mitigation: Existing Controls in Place**

- Knowledge transfers taken place
- Upskilling of remaining staff to replace those leaving

**New Mitigating Actions**

		Progress	Assigned To	Due Date	Latest Note
	Reduce single points of failure through resourcing plans and gain identified lead officers for allocation to projects.		Sara Skirton	31-Mar-2025	27-Nov-2024 Steps are underway to better define the role of the lead officer and what support they may gain from other roles.
	Develop clear processes and policies based on best practice to alleviate the workload required by building on what work has come before.		Sara Skirton	31-Mar-2025	27-Nov-2024 A document is being created capturing lessons learnt alongside emerging policies and process checklists to begin to build a 'Policy Pack and Toolkit' for devolution.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner	
				L	I	L	I	L	I		
ITP0014	Devolution to City, Town and Parish Councils process does not have sufficient draw on resources in key service areas (such as Assets, Legal etc.) to support and deliver the programme	<ul style="list-style-type: none"> <li>Lack of sufficient resource in key supporting services</li> <li>Competing priorities for subject matter expert capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible.</li> <li>Failure to deliver related financial savings.</li> <li>Reputational damage</li> <li>Loss of services and assets locally</li> <li>Unable to progress tranche 2 and complete tranche 2</li> </ul>	5	5	4	5	3	3	Sara Skirton	
				25		20		9			
Latest Note: 27 Nov 2024 Risk reviewed - no changes to overall scoring				Impact		Impact		Impact			
<b>Mitigation: Existing Controls in Place</b>											
Dedicated resources to deliver in flight projects											
600k EMR strategically utilised to fund additional resource											
Local service agreements around prioritisation of competing workloads											
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>				
	Clearer formal prioritisation of devolution activity over other work			<input type="text" value="0%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 Devolution remains a priority for SC and this expectation is being shared with all services that the programme is dependent on – Competing workloads at a time of reduced capacity remains a key risk to delivery. The devolution programme also awaits the results of corporate prioritisation work.				
	Resourced pipeline allowing for clear articulation of required resources and timescales			<input type="text" value="15%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 The pipeline is under construction – pulling together the status of all in-flight activity first prior to planning out the next tranche.				
	Additional prioritised draw on the 600K EMR			<input type="text" value="50%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 Final planning of where best to utilise the EMR is ongoing. Key work here to identify the				

pinch points in the process and identify if EMR resourcing would alleviate.

Additional work taking place to scope out the roles required to take this programme forward.




Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0016	Devolution to City, Town and Parish Councils process does not have sufficient project management resource capacity to assist the lead officers to support and deliver the programme.	<ul style="list-style-type: none"> <li>Lack of resource assigned to deliver the devolution programme.</li> <li>Competing priorities for project management capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible.</li> <li>Failure to deliver related financial savings.</li> <li>Reputational damage</li> <li>Loss of services and assets locally</li> <li>Unable to progress tranche 2 and complete tranche 3</li> </ul>	5	4	4	4	3	3	Sara Skirton
				20		16		9		
				Impact		Impact		Impact		
Latest Note:	27 Nov 2024	Action in place to mitigate utilising ear marked reserve - however currently no changes to overall scoring								
<b>Mitigation: Existing Controls in Place</b>										
Dedicated resources to deliver in flight projects.										
600k EMR strategically utilised to fund additional resource.										
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>			
23	Clearer formal prioritisation of devolution activity over other work	<input type="text" value="0%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 Devolution remains a priority for SC and this expectation is being shared with all services that the programme is dependent on – Competing workloads at a time of reduced capacity remains a key risk to delivery. The devolution programme also awaits the results of corporate prioritisation work.					
	Resourced pipeline allowing for clear articulation of required resources and timescales	<input type="text" value="15%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 The pipeline is under construction – pulling together the status of all in-flight activity first prior to planning out the next tranche.					
	Additional prioritised draw on the 600K EMR	<input type="text" value="50%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 Final planning of where best to utilise the EMR is ongoing. Key work here to identify the pinch points in the process and identify if EMR resourcing would alleviate.					

Additional work taking place to scope out the roles required to take this programme forward.



Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0017	Somerset Council is unable to deliver the desired outcomes of the devolution to City, Town and Parish Councils programme	<ul style="list-style-type: none"> <li>Devolution process is inefficient</li> <li>The approach to devolution is not joined up or managed across functions adequately</li> <li>Insufficient organisational prioritisation</li> <li>Lack of strategic aims for devolution and localisation</li> </ul>	<ul style="list-style-type: none"> <li>Failure to deliver related financial savings.</li> <li>Reputational damage</li> <li>Loss of services and assets locally</li> <li>Failure of delivery of key aims</li> <li>Missed opportunities</li> </ul>	5	4	4	4	3	3	Sara Skirton
				20		16		9		
				Impact		Impact		Impact		
Latest Note:	27 Nov 2024	Risk reviewed - no changes to overall scoring								
<b>Mitigation: Existing Controls in Place</b>										
Ongoing review by service directors and devolution working group										
<b>New Mitigating Actions</b>				<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>			
Page 25	▶ A clear strategic agreement around devolution and localisation of services	<input type="text" value="0%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 Initial conversations are taking place					
	▶ 'Boilerplate' agreed T&Cs for devolution types e.g. Open Spaces to aid delivery and reduce admin costs	<input type="text" value="10%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 Initial early-stage documents have been drafted to bring consistency, manage partner's expectations in terms of timelines and clearly articulate what is not viable as an option for Somerset Council.					
	▶ Agreed clear devolution programme and related policy decisions to establish the future for asset and service delivery	<input type="text" value="10%"/>	Sara Skirton	31-Mar-2025	27-Nov-2024 Initial conversations are taking place					

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0019	Collective Consultation Period extended again beyond 14th December in response to additional feedback from Trade Unions	<ul style="list-style-type: none"> <li>Failure to provide the necessary information to Trade Unions and staff to evidence meaningful consultation.</li> <li>Not agreeing with TU's on what constitutes meaningful consultation and what consultation information requests are reasonable to provide.</li> </ul>	<ul style="list-style-type: none"> <li>Not achieving the required paybill financial savings by the end March 2024</li> <li>By further 'condensing' the time period remaining creates a risk of doing work at a greater pace and therefore a risk of missing key information or producing poor quality outputs</li> <li>Condensed timeline and delays in offering appointments could mean those leaving will have less time to knowledge transfer with others before they leave the Council.</li> <li>Further delays will negatively impact staff morale who will need to wait longer for clarity on their position (link to Clive's risk)</li> <li>Risk that we will have to delay the Section 4 report beyond January which will have knock on impact to timeline and budget process</li> <li>Ability/pressure on the programme team to realign timelines and reprioritise resources to deliver.</li> </ul>	4	5	3	5	2	4	Dawn Bettridge
				20		15		8		
				Lielihood	Impact	Lielihood	Impact	Lielihood	Impact	
Latest Note:	09 Dec 2024	As per Dawn Bettridge: Following Collective Consultation with the Trade Unions, in response to Trade Union feedback we have confirmed a consultation extension of 1 week to midnight on Saturday 14/12/24.								
<b>Mitigation: Existing Controls in Place</b>										
Meaningful consultation with the Trade Unions to explore points of view from all parties with a view to reaching agreement on what constitutes meaningful consultation										
Documenting how requirements for meaningful consultation are being met										
Ensuring consultation documentation is supplemented through team and individual meetings during the consultation process										
Continue to undertake review of consultation material weekly										
Ensure sufficient gateways/QA through the PMO										
Strong comms/engagement plan										
Additional sessions have been arranged between TUs/Directors to provide greater clarity and insight into the rationale for why posts have been deleted and what will happen to the work currently being conducted by these posts										

Continued effort from Supporting People Through Change workstream					
Programme in place to provide structure and resource to ensure final structure can be shared in January					
Responding to requests for additional information in a timely manner, including additional TU consultation meetings when required					
Internal communication surrounding the extension will need to be positioned e.g. in the best interest of staff					
<b>New Mitigating Actions</b>	<b>Progress</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Latest Note</b>	
 Additional support prioritised from PMO as and when required	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 50%	Jamie Sellick	23-Dec-2024	06-Dec-2024 As per Jamie Sellick: Additional project and chance resource will be providing dedicated resource to directors to help them deliver their final structure and supporting consultation material.	
 Where necessary notice periods can be worked at the request of the employee into April 2025 to ensure sufficient time for knowledge transfer and to maximise time available for redeployment opportunities	<div style="width: 80%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 80%	Dawn Bettridge	31-Mar-2025	09-Dec-2024 PILON principles agreed with Trade Unions during Consultation phase. Staff can choose PILON or work their notice.	
 Support from directors when programme requires their intervention	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 25%	Dawn Bettridge	31-Mar-2025	09-Dec-2024 As per Dawn Bettridge: Ongoing support from Directors who are prioritising programme as intended. Comms will continue to highlight importance of programme objectives.	



## Appendix B – Scope of Improvement & Transformation Programme

Programme	Overview	Deliverables
Organisation Design	This programme will deliver a new organisational design and structure for the Council.	<ul style="list-style-type: none"> <li>• A new <b>vision and strategic design principles</b> as set out in the report to Executive on 6 December 2023 which will be used to support the redesign of our organisation,</li> <li>• A new <b>Target Operating Model</b> which will describe the kind of council we want to be and how we will work, and</li> <li>• A new <b>Council structure</b> top to bottom redesign of the whole organisation.</li> </ul>
Workforce	This programme will enable a redesigned and reshaped workforce that is smaller, costs less, is more efficient and productive, and demonstrates a values-led people culture.	<ul style="list-style-type: none"> <li>• <b>A reduction to our pay-bill</b> of c.£49m to help close the 25/26 budget gap whilst minimising the need for compulsory redundancies. Ten pay bill reduction key lines of enquiry are being implemented and monitored including a VR Scheme, robust recruitment and establishment controls, a reduction in agency spend, a reduction of interims and consultants, removal of vacant budgeted posts, and a reduction in staffing and management costs through a whole Council restructure.</li> <li>• <b>Values and Behaviours</b> to be understood and embedded through our people management practices - ensuring organisational development basics are in place to improve employee performance, employee engagement and organisational efficiency,</li> <li>• <b>Supporting staff through change</b> - targeted initiatives including various interventions to support employee wellbeing, resilience, outplacement and cultural change.</li> <li>• <b>Total Reward</b> - to address improvements to how we manage Job Evaluation, development of a new Somerset Council Pay &amp; Grading framework, and a review of affordable reward and recognition solutions to attract and retain talent.</li> </ul>

Innovation and Change	This programme will bring together innovation and change activity across the whole council including Adults and Children's Services transformation programmes.	<p><b>Service Redesign</b> – fundamentally rethinking the way we work and how we design and deliver services.</p> <p><b>Digital and Data</b> – ensuring we have the systems, skills and capabilities we need to deliver our vision.</p> <p><b>Property rationalisation</b> – reviewing our assets to support new ways of working and drive more cost-effective use of our buildings.</p>
Partnerships, Devolution and Localities	This programme comprises three inter-related workstreams aimed at reviewing and transforming how we work with our partners and communities, to sharpen focus, increase effectiveness and deliver devolution objectives.	<ul style="list-style-type: none"> <li>• <b>Partnerships</b> – understanding, rationalising and refocussing how the Council works with partners including Voluntary, Community, Faith and Social Enterprise Sector (VCFSE), NHS and City, Town and Parish Councils.</li> <li>• <b>Devolution</b> – delivering a prioritised programme of devolution activity aimed at sustaining valued local services, mitigating financial challenge and delivering savings.</li> <li>• <b>Localities</b> – comprehensive review of all the ways in which the Council works with and in localities, ensuring future arrangements are streamlined, effective and aligned with organisational design principles and Council priorities.</li> </ul>
Savings Delivery Programme	This programme will provide a Council wide view of all current savings commitments and future savings opportunities. It will drive the implementation of the Council's refreshed Financial Strategy to support the effective identification, analysis,	<ul style="list-style-type: none"> <li>• <b>Task and finish reviews and work packages</b> to understand the savings opportunities for each target area within the <b>Council's Financial Strategy</b>.</li> <li>• <b>A framework for identifying, maturing, validating and assuring new savings</b> proposals, ready for decision, on a fluid basis, i.e. throughout the year.</li> <li>• Identification and management of <b>dependencies</b> between new savings proposals and/or existing savings commitments.</li> <li>• <b>Coordination of assurance via subject matter experts</b> to ensure robust assessment of deliverability, risks and impacts of new savings proposals and clarity on decision making requirements.</li> </ul>

	planning, prioritisation and sequencing of new savings delivery.	<ul style="list-style-type: none"><li>• Proactive assurance, monitoring and tracking of all <b>24/25 and 25/26 savings delivery.</b></li></ul>
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