

Audit Committee

Committee Date – 30 May 2024

Improvement and Transformation Risk Report

Executive Member(s): Cllr Liz Leyshon, Deputy Leader of the Council and Lead Member for Resources and Performance

Lead Officer: Alyn Jones, Executive Director, Strategy Workforce & Localities

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Summary / Background

1. The approach to whole Council Transformation was initially presented to Executive on 07 February 2024, recommending a transformation approach that would bring together transformation and change programmes across the whole Council, fundamentally redesigning the Council in line with the new Values, Behaviours, Organisation Design Principles, and a new target operating model that delivers our purpose and vision for the people of Somerset, with a reduced sustainable budget and a smaller workforce. Over the past month this approach has been further developed in line with the programme plan.
2. The new Council transformation approach will establish the foundations to enable future organisational wide change that is necessary for financial sustainability and implementation of the new organisation vision and design.
3. On 27 February 2024, the Council was advised of the approval in principle to its request for Capitalisation Direction via the Governments Exceptional Financial Support framework. Any final agreement to support Somerset is conditional upon the completion of rigorous external assurance reviews to assess, at a minimum, the local authorities' financial management practices, and the production of an Improvement and Transformation Programme that will focus on securing the local authorities' medium-term financial position.
4. On 8 April 2024 Executive approved the proposed scope of the Improvement and Transformation Programme, which consists of five component parts:
 - New Organisational Design
 - Workforce Programme
 - Innovation and Change Programme
 - Partnerships, Devolution and Localities Delivery Plan
 - Savings Delivery Plan
5. The Improvement and Transformation Programme will be an essential part of meeting the assurance requirements set out by the Department for Levelling Up,

Housing and Communities for Somerset Council’s capitalisation direction, and will help support the government’s requirements to prepare a productivity plan.

6. Risk management is a core part of the programme management approach applied to the Improvement and Transformation Programme with regular, review, monitoring and reporting. This paper sets out the key risks associated with the Improvement and Transformation Programme (see Appendix 1) and seeks Audit Committee’s views on the proposed mitigating actions.

Recommendations

7. Audit Committee are requested to:
 - note the key risks associated with the Improvement and Transformation Programme set out in Appendix 1
 - consider whether the proposed mitigating actions are adequate and appropriate to address concerns.

Reason for recommendation

8. To ensure risks associated with the Improvement and Transformation Programme are being effectively managed, reviewed and any areas of concern identified and addressed.

Background Papers

Reference documents used in producing this report.

Appendices

- **Appendix One:** Improvement and Transformation Programme Key Risks

Report Sign-Off

	Officer Name	Date Completed
Strategy, workforce & Localities	Alyn Jones	20/05/2024
Service Director	Sara Cretney	20/05/2024
Executive Lead Member	Theo Butt-Phillip	20/05/2024