

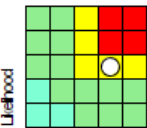
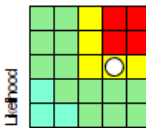
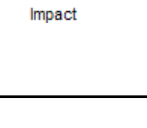
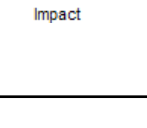


# Improvement & Transformation Risk Register

Generated on: 06/08/2024

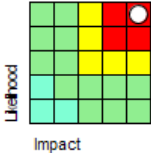
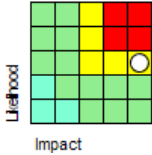
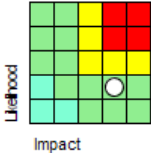


Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner			
				L	I		L	I	L	I				
ITP0001	Insufficient budget for redundancies	Lack of sufficient funding for the programme and no receipt of the Capitalisation Directive	<ul style="list-style-type: none"> <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	<b>Existing Controls</b>	3	5	2	5	Jason Vaughan			
				<b>20</b>			<b>15</b>		<b>10</b>					
				<b>Actions</b>										
				<p>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. <span style="float: right;">75%</span></p> <p>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. <span style="float: right;">40%</span></p> <p>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. <span style="float: right;">60%</span></p> <p>Regular monitoring of the forecast of capital receipts from the <span style="float: right;">40%</span></p>										

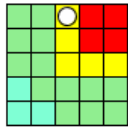
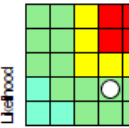
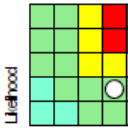
				disposal of assets including commercial properties that are actively managed through the Property and Investment Executive Sub Committee and Asset Management Group.		
				Ensure progression of action against the approved Strategy in place for disposal of assets to generate capital receipts that could be used via flexible use of capital receipts policy. <span style="float: right;">40%</span>		
				Finance to closely monitor the redundancies, their timing and cost against that forecast, and report regularly to Programme Steering Group. <span style="float: right;">80%</span>		

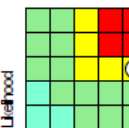
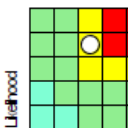
Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0002	Redesign of the Council does not deliver the required workforce savings	<ul style="list-style-type: none"> <li>Quality of blueprints</li> <li>Quality of SAP data</li> <li>Inconsistences 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	Costings exercise completed before consultation	3	4	3	4	Alyn Jones
						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							
				<b>16</b>						<b>12</b>	
<b>Actions</b>						<b>100%</b>					
Clarity on products required to launch consultation (including minimum viable product)						100%					
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			
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Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	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	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	3	5	2	4	Alyn Jones
				<b>25</b>			<b>15</b>		<b>8</b>		
				 <p>Impact</p>		<b>Actions</b> MTFs new savings proposals assurance process to include specific review to check no double counting against existing or other new savings		 <p>Impact</p>		 <p>Impact</p>	

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0004	Payroll costs continue to increase despite of key lines of enquiry (KLOE) to reduce workforce costs being implemented.	Process, procedures and measure put in place are not followed by Managers.	Savings not achieved leading to the costs exceeding the available resources resulting in the Section 151 Officer issuing a Section 114.	5	3	Resource planning to ensure adequate levels of resource to support the delivery of the Key Llines of Enquiry (KLOE) initiatives  Design Authority to act as assurance forum to ensure savings are on target.  PMO to implement / support in benefits tracking process.  Data dashboard now in place to evidence and ensure oversight of the data is moving in right direction  Financial dashboard being produced to demonstrate reduction in paybill lines of enquiry are resulting in reduced spend for council	2	4	2	4	Dawn Bettridge
				<b>15</b>			<b>8</b>		<b>8</b>		
				<b>Actions</b>		<b>8</b>		<b>8</b>			

				 <p>Lifehood Impact</p>	Design Authority challenge panels scheduled for August 2024 to challenge KLOEs Agreement of aligned establishment list with data definitions (HR & Finance data)	 <p>Lifehood Impact</p>	 <p>Lifehood Impact</p>
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Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0005	Unmotivated workforce	Delay in release of level 4-6 structure details and the lack of clarity for individuals and teams paired with necessary volume of change. Also, depleting workforce which staff believe will increase their own workloads.	<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	Supporting People through Change Workstream mobilised focusing on staff personas and providing targeted support to ensure motivation remains	3	5	4	3	Clive Mallon
						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					
<b>25</b>	<b>15</b>	<b>12</b>									
						Release of Layers 4-6 structure in September to organisation as planned Total Reward offers/incentives to remind staff positives/benefits of working for somerset council Dedicated support to different staffing groups	 <p>Lifehood Impact</p>	 <p>Lifehood Impact</p>			

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0006	Council struggles to	• Strong competition nationally for	• High turnover	4	4	Knowledge Transfer and Retention Toolkit launched and in place	3	4	2	4	Dawn Bettridge

	recruit and retain required talent and knowledge	<ul style="list-style-type: none"> <li>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>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>		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				
				<b>16</b>	<b>Actions</b>	<b>12</b>	<b>8</b>		
	Progress pay & grading project to review opportunities with pay and grading for Somerset staff								
	Contacting other authorities to ascertain their own approaches to pay and grading to establish benchmark to compare against								
	Managing people's exit ensuring it is made pleasant, and using the intelligence from exit interviews to inform retention policies								

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	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	<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</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	12 month DDAT Action Plan developed.	4	4	3	3	Sara Cretney
						Regular monitoring via Transformation Board					
				<b>16</b>	<b>Actions</b>	<b>16</b>	<b>9</b>				
					Develop whole organisation Project Register to baseline current position mapping existing Projects (live and pipeline with business cases) <span style="float: right;">40%</span>						
	Create a Prioritisation Matrix and approach to be applied across the whole council <span style="float: right;">25%</span>										

	redesign and sustainable change	<p>gap.</p> <ul style="list-style-type: none"> <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>		Recruitment of additional staff, initially ICT		
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Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	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	Manage voluntary redundancy with phased exit, e.g. Knowledge retention toolkit	3	4	2	3	Alyn Jones	
				<b>16</b>		<b>Existing Controls</b>		<b>12</b>		<b>6</b>		
						<b>Actions</b>						
						Strategic approach to prioritisation and resourcing to effectively sequence and execute change						
						Review corporate priorities with members						
		Understand impacts of organisational change by reviewing service standards and performance with SDs and ensure appropriate decisions taken where required										
		Manage compulsory redundancy with phased exit, e.g. knowledge retention toolkit										
		Defining council priorities and										

					associated business plan			
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Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	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	<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>	3	5	Knowledge Transfer and Retention Toolkit launched and in place VR exits will be phased between May and November 2024 to enable sufficient handover and knowledge capture.	2	5	2	4	Dawn Bettridge	
												<b>Existing Controls</b>
				<b>15</b>		<b>Actions</b>		<b>10</b>		<b>8</b>		
						Continued promotion of the Knowledge Transfer toolkit managed through central comms plan Managers guidance to support managers who have staff leaving the authority						

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	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</li> <li>Lack of monitoring and oversight of the process</li> <li>Impact of parallel restructuring for LGR and Layers 2&amp;3</li> <li>Consultation on Layers 4-6 is</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> </ul>	4	5	Project plan reviewed daily by the Programme Manager Weekly updates on programme performance DA highlighting any early indicators of slippage Weekly review of programme performance via the Programme Steering Group 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	3	5	3	5	Alyn Jones								
												<b>Existing Controls</b>		<b>Existing Controls</b>					
												<b>15</b>		<b>Actions</b>		<b>10</b>		<b>8</b>	
														Continued promotion of the Knowledge Transfer toolkit managed through central comms plan Managers guidance to support managers who have staff leaving the authority					

		delayed beyond September '24. • Structure proposals do not meet required reductions and design principles • Volume and complexity of consultation responses • Tight timelines		20	<b>Actions</b> Validation of data to be carried out by Finance team Dedicated Finance and HR resource in place until 30th March 2025	15	15	

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0011	Damage to Trade Union relations and risk of industrial action	• Failure to consult and engage • Failure to reach agreement on the VR scheme/CR details in regards to criteria/approach	• Loss of trust • Loss of confidence in management	3	4	Engagement with Trade Unions on a regularly basis throughout the process	2	4	2	3	Dawn Bettridge
						Timeline now includes lead in time for sufficient engagement with Trade Unions between Business Case being completed and consultation starting					
				12	<b>Actions</b>	8	6				