

Appendix A – Monthly Programme Reporting Dashboard to 11 October 2024

Improvement & Transformation Programme - Monthly Dashboard summary to 11th October

Current delivery RAGs		Programme Progress Summary / overview	
Overall Programme		<p>Workforce</p> <ul style="list-style-type: none"> The launch of formal Consultation planned for 30 September, has been postponed until 24 October. In August it was identified that savings targets hadn't been achieved following initial HR and financial mapping. Additional Design Panels with the purpose of reviewing the new organisational structure and identify further savings took place in late August and September. Indicative savings targets are now within tolerance of those identified within the MTFS. The Design Authority approved on 16 September a revised timeline and approach with informal engagement launching on 2 October to be followed by formal consultation on 24 October. Functional structures were shared with all staff on 2 October, which signified the launch of informal engagement. With staff and member briefing taking place. <p>New Organisation Design</p> <ul style="list-style-type: none"> The Target Operating Model was agreed and adopted at Executive on 2 September. Communication and engagement with the organisation has begun and a plan to embed this further has been created. <p>Partnership, Localities and Devolution</p> <ul style="list-style-type: none"> Project Initiation Document for Partnerships & Localities has been fully reviewed and consolidated with clearly stated deliverables. The senior officer working group has reconvened as Devolution Programme Board and a draft programme scope has been produced. Both are awaiting sign off from I&T programme steering group and until deliverables are agreed are unable to report on RAG status. <p>Innovation and Change</p> <ul style="list-style-type: none"> A prioritisation proposal for the Digital, Data and Technology projects over the next 6 months has been developed and will be shared with Transformation Board at the next session in early November. Confidence levels remain high that the target of £50.8m from investment property disposals will be achieved within the financial year, exceeding the early estimations of total redundancy costs Full Council sign off on dismissals & appointments for layers 2&3 	
New Org Design			
Workforce			
Partnerships, Devolution & Localities	Not yet reporting		
Innovation & Change			
PMO			
Savings Delivery	Not yet reporting		
Programme Risk Register		Programme Management Office (PMO) progress update	
Red Current Risk Score	7	<ul style="list-style-type: none"> Ongoing work to develop recommendation report for the Improvement and Transformation Programme, to be taken to Transformation Board on 4 November. This will be informed by the 'as-is' baseline review of current approaches to transformation across the organisation. Informal workshop with Audit and Scrutiny C&R on 30 September. Opportunity for both boards to jointly be briefed on the programme and allow Members to contribute to the review of programme risks. Supported the Exceptional Design Panels and HR / Finance mapping issue resolution. Subject Matter Expert & Equalities Impact Assessment Group – Service Directors have completed service impact assessments, in view of the new structures. A number are reporting service impacts, and a meeting has been arranged to review these and identify where any Member decisions, or Consultation, is required. Any impact requiring a Member decision happen concurrently with the budget setting process. Draft Council Delivery Plan to be reviewed against service impacts 	
Amber Current Risk Score	6		
Green Current Risk Score	2		
Total Live Programme Risks	15		
		<p>*Savings Delivery Plan: Work packages/opportunity areas now underway via the Lead Officer and Finance Lead . Medium Term Financial Strategy (budget setting) and budget monitoring currently reporting through Executive Leadership Team (ELT).</p>	

Timeline for restructure

Phase	Start date	Activity
1	Wednesday 2 October	Launch informal engagement on high level proposals - Service Directors and managers to meet with groups and individuals at risk of redundancy before the detail is shared through formal consultation
2	Thursday 24 October until 7 December	Formal collective consultation begins for a 45-day period with Trade Unions – affected staff will also be individually consulted and can feedback on consultation proposals
3	From 9 December until 10 January	Service Directors to review feedback and finalise structures, update documentation and feedback changes to teams / whole organisation (this will include a review of targeted voluntary redundancy applications for agreement).
4	From 13 January until 28 February	Expression of Interest and Appointments process
5	1 April 2025	New budgeted establishment and structures go live

Improvement & Transformation Programme– Delivery status

Delivered	On Track	At Risk	Off Track	Not Started
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PRODUCTS (recent & upcoming)	Workstream	Due Date & Status	MILESTONES (recent & upcoming)	Due Date & Status
Productivity Plan	Corporate Strategy, Governance & Assurance	19/07/2024	All structures locked down	13/09/2024
KornFerry Report on pay grading	Workforce	22/07/2024	DA to agree revised timeline and agree approach to informal engagement	16/09/2024
LGA Peer Support Feedback	Programme	23/07/2024	(Layer 2&3) - Full Council sign off on dismissals & appointments	26/09/2024
Programme Architecture	Programme	31/07/2024	Joint Audit and Scrutiny C&R Informal Workshop	30/09/2024
MHCLG Improvement & Transformation Plan	Programme	27/08/2024	Meeting with Trade unions to formally launch informal engagement	02/10/2024
Target Operating Model	New Org Design	30/09/2024	Final Mapping completed (covering everything)	11/10/2024
Voluntary Redundancy Scheme	Workforce	01/10/2024	EIA for Service directors completed	18/10/2024
Business Case for consultation for layers 4 to 6 restructure	Workforce	18/10/2024	Final overarching business case approved including links to Service specific business cases	18/10/2024
Organisation Prioritisation Approach	Programme	31/10/2024	Share consultation material with Trade Unions 1 week in advance of consultation starting	21/10/2024
Corporate Performance Framework	Corporate Strategy, Governance & Assurance	31/10/2024	New organisation formal consultation commences (45 days)	24/10/2024
Risk Management Framework	Corporate Strategy, Governance & Assurance	31/10/2024	All Members Briefing	24/10/2024
Council Delivery Plan	Corporate Strategy, Governance & Assurance	31/10/2024	Completion of draft Service/Workforce Equalities Impact Assessments by Service Directors	04/11/2024
Service Director Team development plan	Workforce	08/01/2025	Support for staff- Planning your future roadshows commence	05/11/2024
People Strategy	Workforce	10/01/2025	Service Directors have shared impact assessments with their Exec Member prior to publication of Scrutiny papers	13/11/2024
ELT Team Development Plan	Workforce	31/01/2025	Scrutiny Meeting- including figures for the final operational structure	25/11/2024
New Organisational Structure	Workforce	01/04/2025	Support for staff- partner support webinars conclude	30/11/2024
			Audit and Scrutiny Committee Briefing	30/11/2024
			Consultation concludes after 45 days	07/12/2024
			Commence review of feedback and proposals from consultation	09/12/2024
			Service Director Team development plan agreed	08/01/2025
			Review of feedback and proposals from consultation finalised	09/01/2025
			Final structures feedback to staff and other stakeholders	10/01/2025
			People Strategy launched and promotion begins	10/01/2025
			Launch of the EOI / Appointments process	13/01/2025
			Executive Report- to endorse section 4 report	13/01/2025
			Final ELT Development plan agreed	31/01/2025
			Special Full Council- to endorse new Council Structure	31/01/2025
			Support for staff- Planning your future roadshows conclude	10/02/2025
			Appointments process concludes	28/02/2025
			New budget and establishment controls for new structure go live	01/04/2025

Improvement & Transformation Programme – Delivery status

<h3>New Org Design</h3> <ul style="list-style-type: none"> The Target Operating Model was agreed and adopted at Executive on 2 September. Comms and engagement with the organisation has already begun, using feedback from Staff Focus Groups as a guide, and a plan to embed this further has been created. Draft Corporate Glossary of Transformation terms and phrases is currently being reviewed Design Panels Have been supporting the 'New Organisation Structure' Product, providing assurance throughout the validation process and the revision of structure proposals. Exceptional Panels have been in place, finishing on 16 September, reviewing all Structure Proposals following the most recent financial validation in August which identified insufficient savings against the target of £40m. 	<h3>Innovation & Change</h3> <ul style="list-style-type: none"> In response to the high scoring risk on Digital Design and Technology (DDaT) resources, a proposal for the prioritised DDaT projects over the next 6 months was designed at a Technology Change meeting on 18 September, which included some new potential projects as a result of the Exceptional Design Panels. The initial proposal was shared with Transformation Board on 23 September. Further iteration of will return to Transformation Board in early November to accommodate the feedback from the initial proposal. AI Governance Board has been established to ensure we are using AI responsibly and oversee opportunities / optimisation. AI licenses are being scaled up and the measuring of use cases for CoPilot continues with success Technology - Application Consolidation- Income Management System is on track with a go-live planned for the beginning of December. Revenues and Benefits software consolidation is 6 weeks behind schedule due to data migration complexity and key resource absence. Additional resource has been identified. Property Rationalisation has a new Programme Manager, and is reporting Amber. Operational Property – New Ways of Working - progress continues across the portfolio of projects however due to vacant posts some projects have had to be paused. One impacted projects is Taunton Phase 2 (Winter moth balling). West Somerset asset rationalisation project tender period has commenced- potential contractors have visited West Somerset House Yeovil asset rationalisation project tender period is about to commence Corporate Prioritisation Matrix has been drafted and tested following a review of best practice from both internal best practice and external learnings. Formal approval of this, and the prioritisation approach, will be part of the I&T review at Transformation Board in early November.
<h3>Workforce</h3> <ul style="list-style-type: none"> Formal consultation go-live date, of 30 September, was no longer achievable due to the ongoing identification of greater savings in the services blueprints. A revised timeline and approach to informal engagement, with a new set of milestones, was approved by Design Authority on 16 September. Functional structures were shared with all staff on 2 October, which signified the launch of informal engagement. This included the launch of the SharePoint site On 24 October Formal consultation begins for a 45 day period enabling staff to review and feedback on the proposals. The Consultation business case will be shared with trade unions a week in advance, on 17 October HR mapping complete, with Structures having been locked down, following final quality assurance and review of leavers, starters, movers and family protection. Any issues to be overseen at a Design Panel session, with any changes to be considered through consultation Full Council sign off on dismissals & appointments for layers 2&3 Meetings with Service directors have taken place to prepare for comms and engagement during informal engagement. Detailed planning has commenced regarding the post consultation phase and reviewing of feedback Programme continues to make progress on the pay and grading project. The working group have met to update on the discovery phase and agreed the next steps, which involves the drafting of a business case Supporting People Through Change workstream have refreshed their products/milestone in light of delays with the restructure Work continues to explore pay bill key lines of enquiry to identify realistic outline of opportunity for real savings against budgets rather than spend (further details are included in this update) Confidence levels remain high that the target of £50.8m from investment property disposals will be achieved within the financial year, exceeding the early estimations of total redundancy costs. 	<h3>Partnerships, Devolution & Localities</h3> <ul style="list-style-type: none"> Project Initiation Document (PID) for Partnerships & Localities has been fully reviewed and consolidated with clearly stated deliverables supported by products, risks and milestones being proposed- this is awaiting sign off from I&T programme steering group LCN staff recruitment complete and year 1 of meetings concluded with AGMs for all LCNs Somerset Board endorsed the Integrated Neighbourhoods vision and underlying principles and proposed four SROs to champion this work across the system Work taking place with other Council Services to join up our approach to grant funding and utilise existing grant mechanisms through Somerset Community Foundation Highways Enhancement Scheme Pilot started on the 2nd Sep The senior officer working group reconvened as Devolution Programme Board (DPB) in mid September and began to set out the requirements of the programme moving forward. A draft programme scope including Products has been produced and is awaiting sign off by steering group Asset Management Group (AMG) agreed an approach to the next set of priority partners for devolution. Conversations are continuing to take place with City Town & Parish councils to confirm interest ahead of the DPB confirming the scope of the next tranche Until deliverables are agreed, unable to report on RAG status

Workforce Programme – October update

Workforce Pay bill reduction (in year savings)

Approach

In addition to restructuring, we are focusing on reducing the spend in the following areas during this financial year and to support ongoing management of spend within revised establishment costs from March 2025

- Agency / interims / consultants / vacancies
- Expenses, overtime and allowances
- Increase number of people purchasing additional annual leave

Overall summary (23/24 vs 24/25)

OVERVIEW/KLOE'S	Average month 24.25 vs 23.24 with monthly trend	Latest Update	Comparison to August: Average month 24.25 vs 23.24 with monthly trend
PAY BILL	↑ -4.6%	Sept	-3.8%
HEADCOUNT	↑ -5.1%	Sept	-3.9%
FTE	↑ -4.5%	Sept	-3.4%
HIRES	↑ -18.2%	Sept	-28.1%
VOLUNTARY CONTRACT HOUR REDUCTION			
FIXED TERM CONTRACTS			
VOLUNTARY REDUNDANCY			
MATRIX AGENCY	↑ 1.8%	Sept	0.9%
NON-MATRIX AGENCY			
ANNUAL LEAVE (INCOME)	→ 8.0%	Sept	8.0%

NB: Arrows indicate monthly trend

Workforce Programme – October update

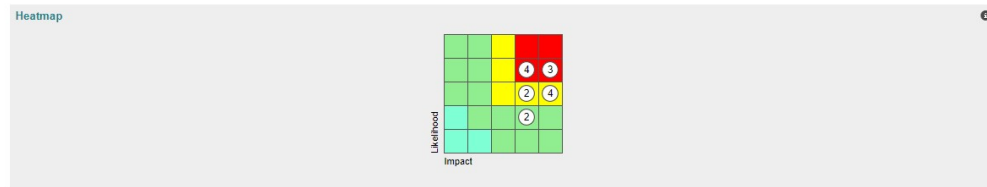
Workforce Pay bill reduction (in year savings)

Achieved so far

Key line of enquiry	November 2023	September	Diff (Nov-Aug 24)	Diff (Nov-Sep 24)
Headcount	5280	4869	-281	-411
FTE	4626	4277	-230	-349
Monthly Hires	153	98	-101	-55
Monthly Paybill	£13,536,687 (dec 23)	£12,600,248	-£707,500	-£936,439
Monthly agency spend	£1,435,743	£1,139,783	-£384,921	-£295,960
Monthly spend- time enhancements	£269,037	£158,389	-£96,084	-£110,648
Monthly travel expenses	£197,896	£129,926	-£45,066	-£67,970

Improvement & Transformation Programme– Risk Overview

Improvement and Transformation Risks-



Mitigation



Area of Programme	Number of Risks
Programme Level/Cross Cutting	1 Red, 4 Amber
Workforce	1 Red, 2 Amber, 2 Green
Innovation & Change	1 Red
Partnerships, Devolution & Localities	4 Red
Total Live Programme Risks	15

Progress summary:

- Four new high risks added this period – relating to Devolution (specifically regarding resource and ability to deliver desired outcomes of the Devolution programme)
- Two Workforce programme risks have increased as a result of progressing the Council restructure:
 - ITP0006 Council struggles to recruit and retain required talent and knowledge has moved from medium to high.
 - ITP0009 Excessive loss of staff with talent and organisational knowledge has moved from low to high.
- All programme risks are now managed through Ideagen, with live updates taking place and reminder cycles agreed in line with the programme risk score matrix.

The Improvement & Transformation Programme Level Risk Log can be found here : [ImprovementTransformationRiskRegister_08102024.docx](#)

Appendix B – Improvement & Transformation Programme Risk Register – position as at 4 October 2024

Improvement & Transformation Risk Register

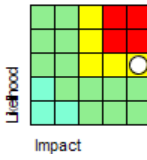
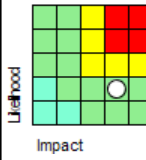
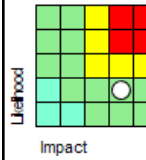
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Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0001	Insufficient budget for redundancies	Lack of sufficient funding for the programme and no receipt of the Capitalisation Directive	<ul style="list-style-type: none"> • Cannot initiate redundancies without a budget to fund them. • Without redundancies, savings associated with workforce reduction will not materialise. • Inability to deliver the £40m savings targets in 25/26 or delay savings. Capitalisation Directive only approved in principle. • Take longer to deliver a leaner more efficient Council. 	4	5	Existing Controls Actions 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. 100% 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. 50% 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 60%	3	5	2	5	Nicola Hix
				20			15		10		
				 Likelihood Impact	 Likelihood Impact		 Likelihood Impact				

				<p>CIPFA review which is commenced in July 2024.</p> <p>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. 50%</p> <p>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. 50%</p> <p>Finance to closely monitor the redundancies, their timing and cost against that forecast, and report regularly to Programme Steering Group. 80%</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	
ITP0002	Redesign of the Council does not deliver the required workforce savings	<ul style="list-style-type: none"> Quality of blueprints Quality of SAP data Inconsistences between SAP & Finance data Capacity of HR & Finance staff Multiple DA panel queries Complexity and size of whole organisation redesign 	<ul style="list-style-type: none"> Savings requirements are not delivered Further restructuring is required Impact on staff morale 	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					
				16		Actions	12	12			

	enquiry (KLOE) to reduce workforce costs being implemented.		in the Section 151 Officer issuing a Section 114.			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				
						Financial dashboard to be presented to Workforce programme board monthly from October.				
						15				
	Design Authority challenge panels scheduled for August 2024 to challenge KLOEs 100%									
	Agreement of aligned establishment list with data definitions (HR & Finance data) 60%									

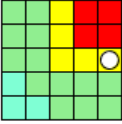
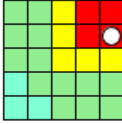
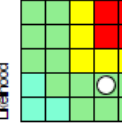
Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0005	Unmotivated workforce	Delay in release of level 4-6 structure details and the lack of clarity for individuals and teams paired with necessary volume of change. Also, depleting workforce which staff believe will increase their own workloads.	<ul style="list-style-type: none"> Drop in productivity, morale and engagement Potential increase in retention risks and higher turnover of staff Potential reduced responsiveness to customer needs (residents, members, staff, vulnerable etc) 	5	5	Supporting People through Change Workstream mobilised focusing on staff personas and providing targeted support to ensure motivation remains	3	5	3	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					
25	Actions	15	9								

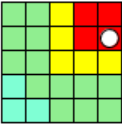
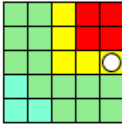


				Managing people's exit ensuring it is made pleasant, and using the intelligence from exit interviews to inform retention policies	50%		
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Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner					
				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 redesign and sustainable change	<ul style="list-style-type: none"> more committed activity organisationally requiring digital and data skills / resource than there is resource to deliver. potential restructure reduction in resources Additional deliverables and resource requirements expected to be identified to deliver Innovation & Change Programme which will further exacerbate the resource gap. mechanism for strategic prioritisation of projects requires review & approval. 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. Risk will become greater if these skills are lost / reduced due to org resizing. 	<ul style="list-style-type: none"> Inability to deliver the existing outputs and capabilities Inability to deliver innovation and change programme outcomes. Non delivery of associated financial savings 	4	4	12 month DDAT Action Plan developed.	4	4	3	3	Sara Cretney					
						Regular monitoring via Transformation Board										
						16		Actions		16		9				
						 Impact		Develop DDaT Project Register to baseline current position mapping existing Projects (live and pipeline with business cases) 100% Impact		 Impact						
						Create a Prioritisation Matrix and approach to be applied across the whole council 55%										
						Recruitment of additional staff, initially ICT 0%										

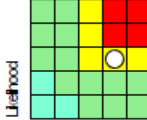
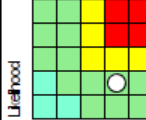
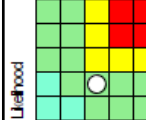
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				L	I		L	I	L	I		
ITP0008	Insufficient resource to deliver business as usual (to the same standard) following permanent exit of resource	Permanent exit of people through voluntary and compulsory redundancy reducing head count.	<ul style="list-style-type: none"> Inability to achieve KPI's Inability to meet demand Reputational damage Impact on health and wellbeing Higher levels of sickness Annual leave cancelled Unable to meet the need of our customers (residents, members, staff, vulnerable etc) 	4	4	Manage voluntary redundancy with phased exit, e.g. Knowledge retention toolkit	3	4	2	3	Alyn Jones	
				16		Existing Controls		12		6		
					Review corporate priorities with members	<input type="text" value="80%"/>						
					Understand impacts of organisational change by reviewing service standards and performance with SDs and ensure appropriate decisions taken where required	<input type="text" value="60%"/>						
					Strategic approach to prioritisation and resourcing to effectively sequence and execute change	<input type="text" value="60%"/>						
					Manage compulsory redundancy with phased exit, e.g. knowledge retention toolkit	<input type="text" value="60%"/>						
					Defining council priorities and associated business plan	<input type="text" value="60%"/>						

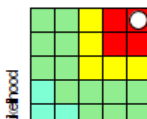
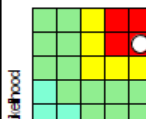
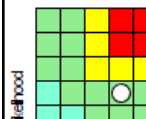
Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner	
				L	I		L	I	L	I		
ITP0009	Excessive loss of staff with talent and organisational knowledge	People leave the organisation ahead of the process or without proper handover	<ul style="list-style-type: none"> Loss of key talent and skills Loss of organisational memory Inability to deliver the Improvement 	3	5	Knowledge Transfer and Retention Toolkit launched and in place	4	5	2	4	Dawn Bettridge	
				15		Existing Controls		20		8		
				Continued promotion of the Knowledge Transfer toolkit	<input type="text" value="80%"/>							

			and Transformation Plan	 Likelihood Impact	<p>managed through central comms plan</p> <p>Managers guidance to support managers who have staff leaving the authority</p> <p>75%</p>	 Likelihood Impact	 Likelihood Impact
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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"> Inconsistences between SAP & Finance data Capacity of HR & Finance staff Volume and complexity of HR, Finance , Executive & Service Director and DA panel queries Complexity and size of whole organisation redesign Lack of monitoring and oversight of the process Impact of parallel restructuring for LGR and Layers 2&3 Consultation on Layers 4-6 is delayed beyond September '24. Structure proposals do not meet required reductions and design principles Volume and complexity of consultation responses Tight timelines 	<ul style="list-style-type: none"> Impact on savings delivery for both 24/25 and 25/26 Impact on staff morale and uncertainty could negatively impact service delivery Continued issues with unaligned Finance & HR data Reputational damage 	4	5	Project plan reviewed daily by the Programme Manager	3	5	3	5	Alyn Jones
						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					
				20		Actions	15		15		
				 Likelihood Impact		Validation of data to be carried out by Finance team	65%		 Likelihood Impact		
				 Likelihood Impact		Dedicated Finance and HR resource in place until 30th March 2025	50%		 Likelihood Impact		

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
						Existing Controls					

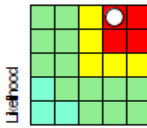
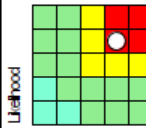
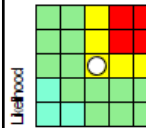
ITP0011	Damage to Trade Union relations and risk of industrial action	<ul style="list-style-type: none"> Failure to consult and engage Failure to reach agreement on the VR scheme/CR details in regards to criteria/approach 	<ul style="list-style-type: none"> Loss of trust Loss of confidence in management 	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		Actions		8		6	
					As part of the informal engagement, have agreed to share the 'material' with TUs in advance of staff and members. <input type="text" value="100%"/>						
				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. <input type="text" value="40%"/>							

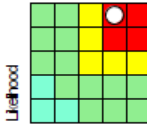
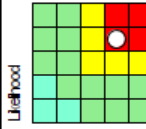
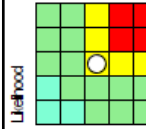
Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0013	Devolution programme does not have a sufficient number of lead officers with the required knowledge and experience to lead devolution projects	<ul style="list-style-type: none"> Knowledgeable and experienced staff leaving the organisation due to VR/CR Knowledge transfers not taken place 	<ul style="list-style-type: none"> Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible Failure to deliver related financial savings Reputational damage Loss of services and assets locally 	5	5	Knowledge transfers taken place	4	5	2	4	Sara Skirton
				Upskilling of remaining staff to replace those leaving							
				25		Actions		20		8	
					Reduce single points of failure through resourcing plans and gain identified lead officers for allocation to projects. <input type="text" value="0%"/>						
					Develop clear processes and policies based on best practice to alleviate the workload required by building on what work has come before. <input type="text" value="0%"/>						

			<ul style="list-style-type: none"> Unable to progress tranche 2 and complete tranche 1 				
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Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0014	Devolution 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"> Lack of sufficient resource in key supporting services Competing priorities for subject matter expert capabilities. 	<ul style="list-style-type: none"> Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible. Failure to deliver related financial savings. Reputational damage Loss of services and assets locally Unable to progress tranche 2 and complete tranche 2 	5	5	Dedicated resources to deliver in flight projects	4	5	3	3	Sara Skirton
						600k EMR strategically utilised to fund additional resource					
				Local service agreements around prioritisation of competing workloads							
				25		Actions		20		9	
						<input type="text" value="0%"/>				<input type="text" value="0%"/>	
						<input type="text" value="0%"/>				<input type="text" value="0%"/>	
						<input type="text" value="0%"/>				<input type="text" value="0%"/>	

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	Current score		Target score		Risk Owner
				L	I		L	I	L	I	
ITP0016	Devolution process does not have	Lack of resource assigned to deliver the devolution programme.	Devolution programme is ineffective,	5	4	Dedicated resources to deliver in flight projects.	4	4	3	3	Sara Skirton
						600k EMR strategically utilised to fund additional resource.					

	sufficient project management resource capacity to assist the lead officers to support and deliver the programme.	<ul style="list-style-type: none"> Competing priorities for project management capabilities. 	inefficient and fails to deliver the best outcomes possible. <ul style="list-style-type: none"> Failure to deliver related financial savings. Reputational damage Loss of services and assets locally Unable to progress tranche 2 and complete tranche 3 	20	Actions	16	9
					Resourced pipeline allowing for clear articulation of required resources and timescales <input type="text" value="0%"/>		
				Impact	Clearer formal prioritisation of devolution activity over other work <input type="text" value="0%"/>	Impact	Impact
					Additional prioritised draw on the 600K EMR <input type="text" value="0%"/>		

Ref	Risk Description	Cause	Consequence	Inherent score		Mitigation	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 programme	<ul style="list-style-type: none"> Devolution process is inefficient The approach to devolution is not joined up or managed across functions adequately Insufficient organisational prioritisation Lack of strategic aims for devolution and localisation 	<ul style="list-style-type: none"> Failure to deliver related financial savings. Reputational damage Loss of services and assets locally Failure of delivery of key aims Missed opportunities 	5	4	Ongoing review by service directors and devolution working group	4	4	3	3	Sara Skirton
				20	Actions		16	9			
					A clear strategic agreement around devolution and localisation of services <input type="text" value="0%"/>						
				Impact	'Boilerplate' agreed T&Cs for devolution types e.g. Open Spaces to aid delivery and reduce admin costs <input type="text" value="0%"/>	Impact	Impact				
						Agreed clear devolution programme and related policy decisions to establish the future for asset and service delivery <input type="text" value="0%"/>					

Appendix C – 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"> • A new vision and strategic design principles as set out in the report to Executive on 6 December 2023 which will be used to support the redesign of our organisation, • A new Target Operating Model which will describe the kind of council we want to be and how we will work, and • A new Council structure top to bottom redesign of the whole organisation.
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"> • A reduction to our pay-bill 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 management costs through a whole Council restructure. • Values and Behaviours 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, • Supporting staff through change - targeted initiatives including various interventions to support employee wellbeing, resilience and cultural change. • Total Reward - to address improvements to how we manage Job Evaluation, development of a new Somerset Council Pay & Grading framework, and a review of affordable reward and recognition solutions to attract and retain talent.
Innovation and Change	This programme will bring together innovation and change activity across the whole council including Adults and	<ul style="list-style-type: none"> • Service Redesign – fundamentally rethinking the way we work and how we design and deliver services. • Digital and Data – ensuring we have the systems, skills and capabilities we need to deliver our vision.

Programme	Overview	Deliverables
	Children’s Services transformation programmes.	<ul style="list-style-type: none"> • Property rationalisation – reviewing our assets to support new ways of working and drive more cost-effective use of our buildings.
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"> • Partnerships – 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. • Devolution – delivering a prioritised programme of devolution activity aimed at sustaining valued local services, mitigating financial challenge and delivering savings. • Localities – 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.
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, planning, prioritisation and sequencing of new savings delivery.	<ul style="list-style-type: none"> • Task and finish reviews and work packages to understand the savings opportunities for each target area within the Council’s Financial Strategy. • A framework for identifying, maturing, validating and assuring new savings proposals, ready for decision, on a fluid basis, i.e. throughout the year. • Identification and management of dependencies between new savings proposals and/or existing savings commitments. • Coordination of assurance via subject matter experts to ensure robust assessment of deliverability, risks and impacts of new savings proposals and clarity on decision making requirements. • Proactive assurance, monitoring and tracking of all 24/25 and 25/26 savings delivery.