

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"> • 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 staffing and 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, outplacement 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.

<p>Innovation and Change</p>	<p>This programme will bring together innovation and change activity across the whole council including Adults and Children’s Services transformation programmes.</p>	<p>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. Property rationalisation – reviewing our assets to support new ways of working and drive more cost-effective use of our buildings.</p>
<p>Partnerships, Devolution and Localities</p>	<p>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.</p>	<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.
<p>Savings Delivery Programme</p>	<p>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,</p>	<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.

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