

Appendix A

Key Recommendations - Completed Actions

Generated on: 21 January 2025



KR1a) Financial Sustainability Developing and delivering mitigating actions to manage demand and costs in relation to Adults Services







Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR1a - 1 Embed and deliver the Adults Services transformation programme	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2025	Service Director - ASC Commissioning; Service Director - ASC Operations; Deputy Director - Adults Transformation	Executive Director - Adult Services
	KR1a - 2 Continue to model and challenge demand and cost data to ensure budgets are based on accurate projections	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2025	Service Director - ASC Commissioning; Service Director - ASC Operations	Executive Director - Adult Services

KR1b) Financial Sustainability Developing and delivering mitigating actions to manage demand and costs in relation to Children's Services











Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR1b - 2 Continue to model and challenge demand and cost data to ensure budgets are based on accurate projections	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2025	Service Director - Commissioning & Performance	Executive Director - Children, Families & Education

KR2) Financial Sustainability Implementing the transformation programme at scale and pace in order to address the significant structural budget deficit





Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR2 - 1 Embed the emerging governance arrangements for the transformation programme	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	30-Sep-2024	Service Director - Strategy &	Executive Director - Strategy,

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
				Performance	Workforce & Localities
	KR2 - 2 Develop detailed business cases for Member and officer scrutiny and approval		30-Nov-2024	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities
	KR2 - 3 Foster a culture of financial stewardship where the cost and levels of service are routinely and consistently challenged		31-Mar-2025	Service Director - Finance & Procurement	Chief Finance Officer; Executive Director - Strategy, Workforce & Localities
	KR2 - 4 Clearly determine the scope and interrelationship of transformational and transitional savings		31-Mar-2025	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities









KR3) Financial Sustainability Ensuring proper governance arrangements are in place to oversee the disposal of commercial investment property portfolio following decision by SC to dispose of these investments

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR3 - 1 An exit strategy is developed that ensures best value is obtained as assets are disposed of		31-Mar-2025	Service Director - Strategic Asset Management	Executive Director - Resources & Corporate Service
	KR3 - 2 The income and financing risks associated with the commercial investment property portfolio are managed in the interim		31-Mar-2025	Head of Commercial Investment	Chief Finance Officer; Executive Director - Resources & Corporate Service
	KR3 - 3 There is monitoring of income, direct and indirect costs (including financing charges), with a comparison to the original business case for each asset		31-Mar-2025	Service Director - Strategic Asset Management	Executive Director - Resources & Corporate Service
	KR3 - 4 Landlord responsibilities are discharged		31-Mar-2025	Head of Commercial Investment	Executive Director - Resources & Corporate Service
	KR3 - 5 Financial performance is reported to Members regularly to allow appropriate scrutiny and challenge		31-Mar-2025	Head of Commercial Investment	Chief Finance Officer; Executive Director - Resources & Corporate Service





KR4) Financial Sustainability Ensuring that General Fund and Earmarked Reserves are maintained at prudent levels in order to provide financial resilience





Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR4 - 2 Continue to review earmarked reserves to identify resources that can be reallocated to supporting financial resilience		31-Mar-2025	Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service
	KR4 - 3 Determine the minimum prudent level for General Fund Reserves in light of the continuing financial challenges that Somerset Council faces		29-Feb-2024	Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service






KR6) Governance Continuing to develop the functionality of the Microsoft Dynamics finance system and resolve outstanding processes at pace to ensure that the system supports efficient and accurate financial reporting

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR6 - 1 Continue to develop financial processes relating to interfaces, invoice payment and data validation to ensure that transactions are promptly and efficiently processed and that the data within the finance system is accurate and complete		20-Dec-2024	Head of Corporate Finance	Service Director - Finance & Procurement
	KR6 - 2 Develop standardised system generated budget monitoring reports for budget holders to ensure that timely and efficient budget monitoring arrangements are in place		31-Mar-2025	Head of Corporate Finance	Service Director - Finance & Procurement
	KR6 - 3 Ensure that finance system users are adequately trained and understand their roles and responsibilities		31-Mar-2025	Head of Corporate Finance	Service Director - Finance & Procurement
	KR6 - 4 Apply the lessons learned from the implementation of Microsoft Dynamics to future system implementations undertaken as part of the transformation programme		31-Mar-2025	Head of Corporate Finance	Service Director - Finance & Procurement

KR7) Improving Economy, Efficiency and Effectiveness Implementing robust procurement and contract management arrangements at Somerset Council

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR7 - 1 Consider the strengths and weaknesses identified in each of the predecessor council's arrangements		31-May-2024	Strategic Manager - Commercial & Procurement	Executive Director - Resources & Corporate Service
	KR7 - 2 Ensure that procurement waivers are regularly reviewed by Audit Committee		31-Aug-2024	Strategic Manager - Commercial &	Executive Director - Resources &

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
				Procurement	Corporate Service
	KR7 - 3 Ensure that staff receive appropriate procurement and contract management training		31-Mar-2025	Strategic Manager - Commercial & Procurement; Strategic Manager - Commercial & Procurement	Service Director - Finance & Procurement
	KR7 - 4 Address the weaknesses identified at Somerset County Council with regard to contract management and the Athena contract		31-Mar-2025	Strategic Manager - Commercial & Procurement	Executive Director - Resources & Corporate Service

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Appendix B

Key Recommendations - Actions in Progress

Generated on: 21 January 2025



KR1b) Financial Sustainability Developing and delivering mitigating actions to manage demand and costs in relation to Children's Services






Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR1b - 1 Embed the Children's Service Transformation Programme in the Council's wider governance and transformation programme and deliver the Children's Services transformation programme activity in relation to the 2024/25 MTFP	<div style="width: 70%;"><div style="background-color: #4f81bd; width: 70%;"></div></div> 70%	31-Mar-2025	Service Director - Commissioning & Performance	Executive Director - Children, Families & Education

KR4) Financial Sustainability Ensuring that General Fund and Earmarked Reserves are maintained at prudent levels in order to provide financial resilience

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR4 - 1 Urgently mitigate the 2023/24 budget overspend and bridge the 2024/25 and 2025/26 budget gaps in order to reduce their impact on reserves	<div style="width: 80%;"><div style="background-color: #4f81bd; width: 80%;"></div></div> 80%	31-Mar-2025	Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service

KR5) Financial Sustainability Developing a robust DSG Deficit Management Plan

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	KR5 - 1 Develop a DSG Deficit Management Plan and ensure that sufficient resources are allocated to monitoring and reporting progress against the plan to Members and stakeholders such as the Schools Forum	<div style="width: 25%;"><div style="background-color: #4f81bd; width: 25%;"></div></div> 25%	31-Mar-2025	Service Director - Education	Executive Director - Children, Families & Education

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Appendix C

Improvement Recommendations - Completed Actions

Generated on: 21 January 2025



IR1) Financial Sustainability Completing the review of the capital programme and challenging future capital bids in order to manage the capital financing requirement




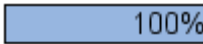
Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR1 - 1 Maintain the capital financing requirement at affordable levels	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2025	Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service
	IR1 - 2 Review the current capital programme to identify schemes funded from borrowing that can be removed, delayed, or funded from external funding	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2025	Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service
	IR1 - 3 Challenge capital bids that are funded by borrowing if they are not related to invest to save, statutory compliance or other regulatory responsibilities	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2025	Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service

IR2) Financial Sustainability Continuing to review and align the legacy HRA business plans inherited from predecessor councils to identify efficiencies and address the financial challenges identified to financial sustainability within the HRA







Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR2 - 1 Align HRA business plans inherited from predecessor councils	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2025	Service Director - Housing; Executive Director - Community Services	Executive Director - Community Services

IR3) Governance Implementing robust risk management reporting arrangements at Somerset Council





Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR3 - 1 Consider the strengths and weaknesses identified in each of the predecessor council's risk management arrangements	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Jul-2024	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities



Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR3 - 2 Ensure that risk registers reported to the Audit Committee include details of actions being taken to mitigate risk		31-Jul-2024	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities
	IR3 - 3 Map risks in the strategic risk register to the priorities within the Council Plan		31-Jul-2024	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities






IR4) Governance Implementing robust arrangements for preventing and detecting fraud and corruption at Somerset Council

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR4 - 1 Consider the strengths and weaknesses identified in each of the predecessor council's arrangements		31-Mar-2025	Head of Corporate Finance; Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service
	IR4 - 2 Ensure that robust policies are in place and regularly reviewed		31-Mar-2025	Head of Corporate Finance; Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service
	IR4 - 3 Provide regular training to staff		31-Mar-2025	Head of Corporate Finance; Service Director - Finance & Procurement	Executive Director - Resources & Corporate Service

IR6) Improving Economy, Efficiency and Effectiveness Implementing robust arrangements for benchmarking service cost and performance at Somerset Council

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR6 - 1 Consider the strengths and weaknesses identified in each of the predecessor council's benchmarking arrangements		31-Mar-2025	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities
	IR6 - 3 Ensure the data submitted in statistical returns is robust and up to date to allow for meaningful benchmarking		31-Mar-2025	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR6 - 4 Fully utilise the capabilities of the CFO Insights benchmarking tool		31-Mar-2025	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Appendix D

Improvement Recommendations - Actions in Progress

Generated on: 21 January 2025



IR4) Governance Implementing robust arrangements for preventing and detecting fraud and corruption at Somerset Council






Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR4 - 4 Approve and report progress against an Annual Anti-Fraud Plan	<div style="width: 85%;"><div style="width: 85%;"></div></div> 85%	31-Mar-2025	Head of Corporate Finance	Service Director - Finance & Procurement

IR5) Governance Ensuring that there is sufficient capacity in place and staff are suitably trained in order to respond to Ombudsman investigations completely and within agreed timescales

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR5 - 1 Ensure sufficient capacity and staff are suitably trained to respond to Ombudsman investigations completely and within agreed timescales	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	31-Mar-2025	Strategic Manager - Customer Insight Experience & Standards; Service Director - Customers	Executive Director - Strategy, Workforce & Localities

IR6) Improving Economy, Efficiency and Effectiveness Implementing robust arrangements for benchmarking service cost and performance at Somerset Council

Status	Action Code & Title	Progress Bar	Due Date	Assigned To	Managed By
	IR6 - 2 Develop a corporate-wide approach to routinely benchmarking performance	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	31-Mar-2025	Service Director - Strategy & Performance	Executive Director - Strategy, Workforce & Localities

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed