

Together we are delivering your

New Somerset Council

LGR Programme Update

LGR in Somerset Joint Scrutiny Committee - 7 March 2022

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LGR Programme Update

- Programme overview
 - Strategic Objectives
 - How the programme is being delivered
 - High level programme plan
 - Overview of next 3 months
- PwC Monthly Report for January 2022
 - “PwC said, we did”
- Activity during February
- The next 3 months
- Programme Risk Register

LGR Programme Strategic Objectives

Objective 1

Create a new unitary Council for Somerset that delivers the approved business case on 1 April 2023.

Business Case objectives

- Create a strategic and powerful voice to speak up for our county
- Give residents more say over decisions that impact them and their communities
- End confusion over which council does what for our residents
- Reduce duplication and waste

Key deliverables

- Structural Changes agreed by Parliament
- Safe and effective elections
- Governance agreed with new administration
- All council staff in post
- LCNs established and operating
- Asset and service devolution opportunities in place

LGR Programme Strategic Objectives

Objective 2

Enable performance capability – to deliver business case vision on 1 April 2023.

Business Case vision

1. Establishing one council listening to the needs and concerns of residents, parishes and business, providing clear accountability to the public
2. Facilitating sustainable delivery of outstanding public services to improve the quality of life of all Somerset's residents and businesses
3. Empowering communities and embedding delivery at local level to increase community resilience and the ability to respond to local challenges
4. Giving a much stronger voice for Somerset on a national and international stage
5. Offering consistent leadership with key partners to better influence local service delivery
6. Reducing duplication and provide better value across the entire county

Key deliverables

- Statutory and Senior Officers appointed
- Budget set
- HR and Payroll Systems in place
- Council tax arrangements in place
- Finance management systems in place
- Customer access points in place

LGR Programme Strategic Objectives

Objective 3

Develop the new council to optimise benefits and opportunities from 1 April 2023 to 31 March 2025.

Business Case Objectives

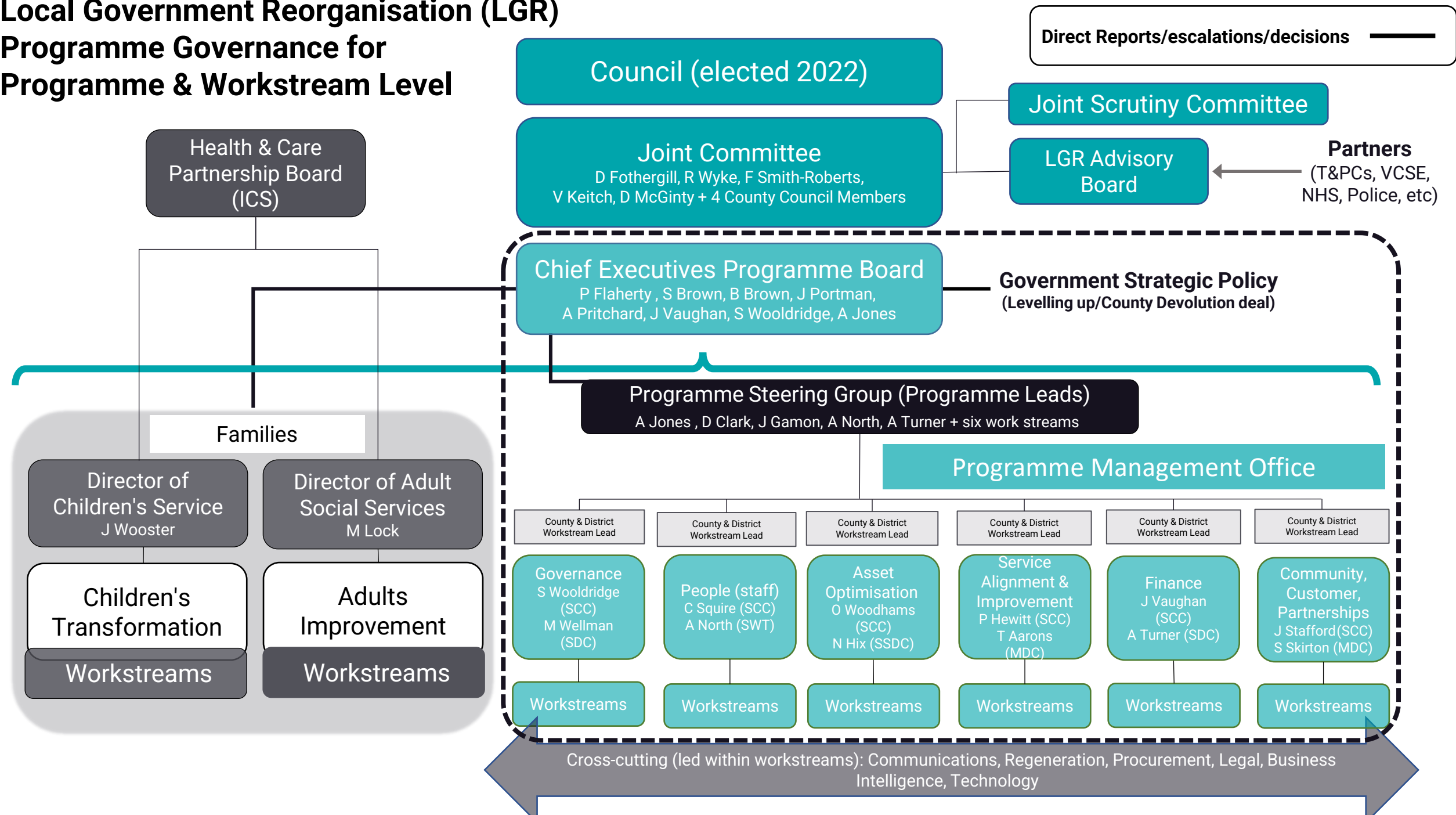
- Invest in Somerset
- Develop better services
- Deliver better value for money for our taxpayers (that's all of us)
- Cut red tape and bureaucracy

Key deliverables

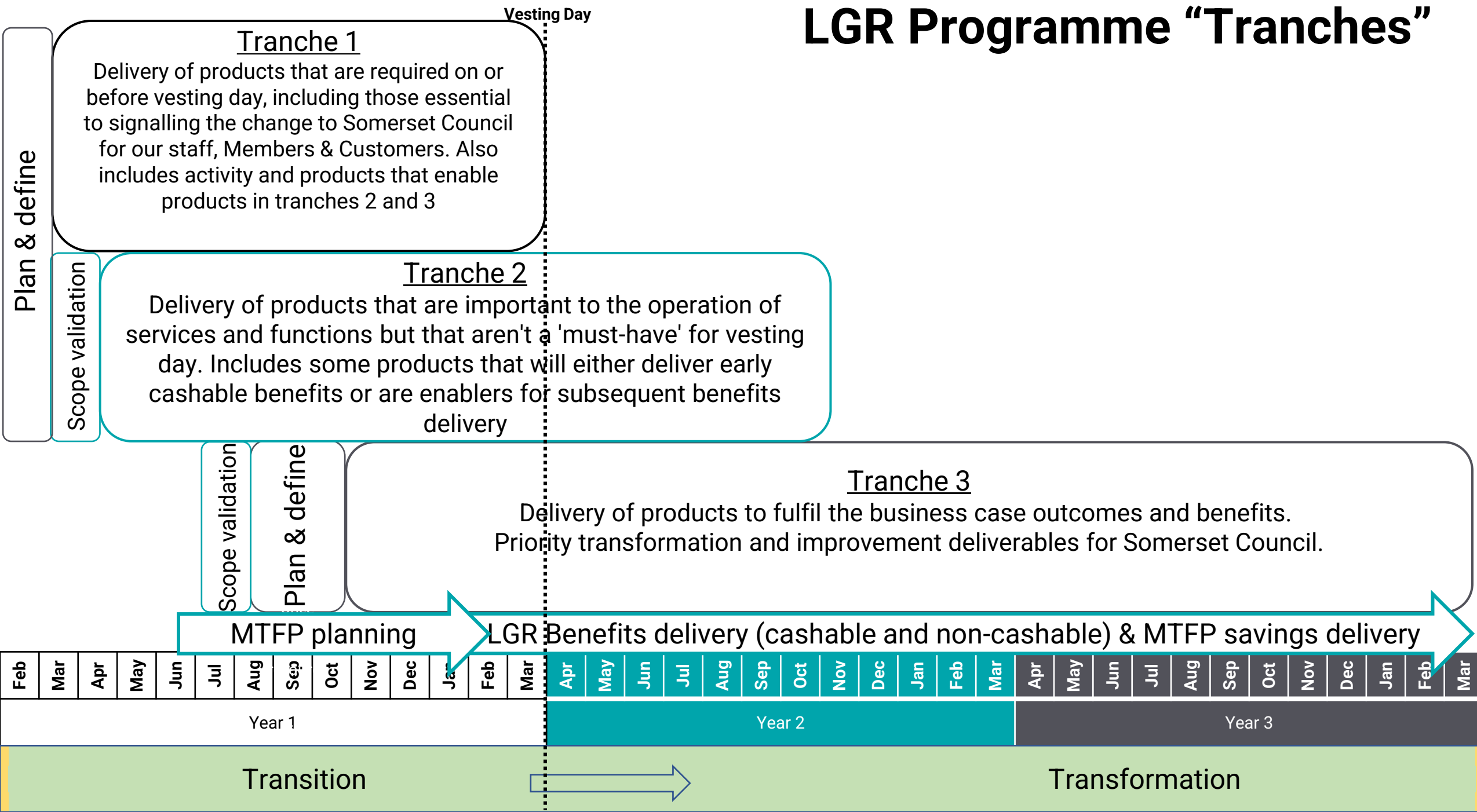
- Customer Strategy
- Transformation Roadmap
- Define service delivery methodology
- Build staffing structure, values and culture
- Decarbonisation

Local Government Reorganisation (LGR)

Programme Governance for Programme & Workstream Level



LGR Programme “Tranches”



LGR Scorecard Update

- February Scorecard available from 9th March
- Nearly 100 attendees at scorecard training sessions. Good engagement
- 82/115 scorecards completed by sub workstreams for first iteration
- 6 Workstream Scorecards in place and considered at Workstream Boards
- Aggregation into Programme scorecard by 9th March deadline
 - Master programme data lists will be kept up to date by workstreams. Training delivered in February and communications to address for February scorecards
 - Metrics to be added
 - Benefits (April scorecard)
 - Quality (May scorecard)
 - Cost (February scorecard being compiled now)
 - Product completion (February scorecard begin compiled – tranche 1 loaded into architecture from 8th March)
- Positive feedback to date on simplicity of scorecard architecture and process

PwC Monthly Report for January 2022

- PwC provide “critical friend” advice and quality assurance to the LGR Programme
- January report is their second report:
 - Provides an overview of key activities during January
 - Looks at emerging themes, insights and reflections
 - Proposes solutions to issues and suggests next steps
- Programme Director report will address the PwC report in terms of “PwC said, we did”

PwC Key Points

Overall, there has been some good progress, particularly in terms of collaboration across the workstreams to start the development of a target operating model and deploying tighter PMO operational grip. In addition, the transition in programme leadership has been managed smoothly. PwC stated it was critical these issues are addressed by the end of February: this report was a snapshot in time for January and is outlines below - progress made since then is outlined in brackets () and the following slides.

- **Programme structure refresh:** Exercise undertaken to establish ownership of cross-cutting activities. PwC have highlighted concerns over the breadth of the Service Alignment workstream and this is under consideration
- **Tighter PMO operational grip:** as well as checkpoints, Quality Assurance sessions have been conducted by the LGR PMO team with each workstream. At time of producing the report the majority of workstreams are still in the process of finalising the work plans, defining key milestones, and identifying critical paths. (This work has moved on considerably since then, including definition of Tranche 1 products).
- **Design target operating model:** a first workshop on 13th January was conducted, and a second workshop on 10th February.
- **Conduct process baseline:** this activity has been scoped and due to be initiated. The outputs of this work complement the financial baseline and inform the design of the operating model.
- **Defining programme objectives:** these have been defined and distinguished from the strategic objectives for the future council.
- **Prioritisation of products:** there have been efforts to define a set of top 100 'must have' products (Tranche 1) across all workstreams to inform a set of capabilities and outcomes, and there will be a change control process around these.
- **Benefits identification:** a set of outcomes from the business case have been prioritised and work has begun to provisionally identify benefit against the outcomes, and measures to track those benefits. There should be a rapid identification of the key benefits that need to be delivered, when they will be realised, and how they connect to the products.
- **Resourcing:** Resourcing constraints and the requirement to have a programme-level view of critical gaps were identified in the December report. (Resourcing levels has been addressed throughout February including Board agreement to bring c. 20 more staff onto the programme)

The following slides address specific proposals by PwC “they said, we did”

“PwC said, we did”

PwC said	We have done	Next steps
Move the programme “fundamentally into the design and delivery stage”	<p>Programme Board agreement on 17/2/22 to mobilise approach to programme Tranches</p> <p>Tranche 1 products finalised on 3/3/22</p>	Tranche 2 by end first-week of April
Identify key milestones at workstream level, map critical path and identify key interdependencies with other workstreams, specifically for next two quarters	<p>High level milestones plan completed mid-February</p> <p>Key interdependencies workshop held on 24/2/22</p>	<p>Benefits mapped for Tranche 1 by mid-March</p> <p>Definition of Tranche 2 products by second week of April, followed by detailed assessment of interdependencies and benefits.</p> <p>Critical path(s) analysis to be developed using dependencies and Tranche 1 products list</p>
May 2022 Elections: consider impact of pre-election period	<p>Programme-level risk with mitigation: overall score 14 (unlikely, moderate impact)</p> <p>Mitigation: Communications planning in line with pre-election guidance. Plan for issuing pre-election guidance to staff. Consultation with PMO on planning for key decisions in line with pre-election guidance</p>	<p>Ensure forward plan of decisions and publicity/consultation takes account of pre-election period restrictions.</p> <p>Internal communications with programme teams and wider workforce on pre-election guidance.</p>

“PwC said, we did”

PwC said	We have done	Next steps
Programme-level plan showing imminent milestones and activities, and a comprehensive “must have” list	<p>High level programme plan completed mid-February</p> <p>Products lists shows all “must haves” using MoSCoW scale,</p> <p>Tranche 1 products finalised on 3/3/22</p>	Definition of Tranches 2 and 3 (April and July respectively)
Decentralised relationship between workstreams and sub-workstreams: ensure work is progressing according to deadlines. Programme-level and workstream-level plans and high level operating model could facilitate decentralised working	<p>Products lists and workplans First scorecard reporting period during January.</p> <p>High level programme plan now complete</p> <p>Workstream level workplans</p> <p>Early workshops on Target Operating Model</p>	<p>Continue to develop reporting iteratively</p> <p>Definition of Tranches 2 and 3 (April and July respectively)</p> <p>Outline Target Operating model completed during March</p>
Breadth and structure of the Service Alignment and Improvement workstream require coordination and oversight reinforces the need for high level operating model and aligned to programme structure	<p>Additional project and programme staff approved (4 FTE plus PMO staff)</p> <p>Early workshops on Target Operating Model</p>	<p>Outline Target Operating model completed during March.</p> <p>Critical path(s) analysis to be developed using dependencies and Tranche 1 products list</p>

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“PwC said, we did”

PwC said	We have done	Next steps
Set a clear deadline for all work plans (including product lists, milestones, risks, issues) to be completed by a specific date and ensure that the governance forums (LGR Programme Steering Group and LGR Programme Board) are tracking progress against key milestones along the programme’s critical path.	<p>Products lists deadline met on 21/1/22. Key milestone plan in place. First Scorecard reporting took place for month of January (deadline of 28/1/22)</p> <p>Risk being managed across the programme. Specific issues management approach being development</p> <p>Scorecard and high-level milestone plan will now form part of Board and Steering Group reporting allowing tracking, deep dive into all levels of programme deliver</p>	<p>Tranche 1 benefits defined by mid March</p> <p>Tranche 2 defined by second week of April</p> <p>Future Scorecards</p>
Agree the key components of the future operating model, while taking into account that the full high level design and baseline analysis will be completed in the following months, and adjust the workstreams to reflect the operating model components.	<p>Early workshops taken place.</p> <p>Baseline analysis work scoped, and methodology being agreed</p>	<p>Outline Target Operating model completed during March.</p>
It is important that the workstreams have the capacity to be able to ensure central oversight and coordination among the sub workstreams. There also needs to be a re-affirmation at the subworkstream level of the importance of working to the direction and steer of the overall workstream.	<p>In place using Workstream Boards and transparency of programme products and timescales.</p> <p>Use of Tranches create visibility of the priority work</p> <p>Successful resource bids for 19 FTE programme / workstream staff</p>	<p>Recruitment (variety of sources)</p> <p>Tranching, scorecards, workshops and PMO focus on delivery</p>

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Activity during February

- January and February have been busy months:
 - Programme Board approved:
 - Strategic Objectives for the Programme
 - High Level Programme Plan endorsed
 - Resource bids from workstreams to begin delivery and increase workforce on critical activity – Service specific request, programme management (£700k)
 - Tranche 1 “day 1 critical” products subject to final amendments
 - First scorecard report: reporting being built up in stages
 - LGR comms plan including staff intranet and Staff Q and As across all 5 Councils, Town and Parish Council Conference
 - Regular all-Council Member Briefings
 - “Onboarding” sessions for staff joining the programme
 - Structural Changes Order passing through Parliament

The programme is developing: currently 764 products across 100 sub-workstreams, 500+ specific roles identified being delivered 450+ members of staff

Next 3 months

- Outline Target Operating Model
- For Tranche 1 products
 - Benefits
 - Dependencies (including with other programmes)
- Define Tranche 2 products early April, followed by definition of benefits and dependencies
- Resource planning including smoothing peaks and troughs across Tranches
- Financial benefits profiling completed
- Council Election on 5th May
- Programme checkpoint in May

LGR Risk Summary

Our LGR Programme-level Risks span a range of categories:

This Reporting Period	
February 2022 Reporting Period	19 Active Risks

This Reporting Period, 19 'Active' Strategic (Programme-Level) Risks have been identified.

There are a further identified 56 other risks within LGR Workstreams, who are actively identifying and managing mitigating actions for these and escalating via. Scorecards as required.



Residual Score Breakdown - Impact vs Likelihood

Residual Risks	Remote (1)	Unlikely (2)	Possible (3)	Probable (4)	Certain (5)
Catastrophic (5)	0	0	0	0	0
Significant (4)	0	2	2	1	0
Moderate (3)	0	2	6	1	0
Limited (2)	0	0	1	0	0
Minimal (1)	1	0	0	0	0

Category	Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID
Benefits - Cash	Strategic Risk	Significant budget gap for new Somerset Council in 2023/24 when Districts and County budgets combined, significantly impacting the financial sustainability of the new unitary	<ul style="list-style-type: none"> - Councils use once-off sources of funding to balance their 2022/23 budgets which creates a budget 'gap' for 2023/24 & future years - Costs of demand & inflationary pressures increase above the funding available - National changes to the funding of councils through Fair Funding Review and Business Rate changes adversely impacts upon the new Council - Short term approach to borrowing for longer terms needs in rising rate environment 	Reductions in service budget and levels	Finance Workstream	<ul style="list-style-type: none"> - Finance & Assets Protocol in place across the 5 councils - S24 notice from DLUHC - Budget Monitoring processes in the 5 councils 	<ul style="list-style-type: none"> - Report to LGR Joint Committee (4 Feb 2022) setting out high level summary of each councils projected budget gaps for 2023/24 of £28.5m - Development of 2022/23 'shadow' budget for new Council by end of May 2022 to provide basis for the development of MTFP for new Somerset Council - Robust budget-setting by 5 councils during 2022/23 - Robust budget monitoring by 5 councils during 2022/23 including highlighting any significant on-going issues - Approval by the Joint Committee of the Finance & Assets protocol - Adoption by the 5 Councils of the Finance & Assets protocol 	Very High	High	10
Benefits - Cash	Strategic Risk	Legacy councils may make spend commitments that adversely affect implementation and benefits delivery	<ul style="list-style-type: none"> - Delay in establishing a combined MTFP and a shared budget. - Delay in application of an interim spending protocol through transition phase 	<ul style="list-style-type: none"> - Threat to opening financial position of the council. - Impact on achievement of the £18.5m financial benefit. - (Unpalatable) Legacy arrangements will need to be brought together through transformation stage. - Potential for harm to relationships between legacy councils and officers of the new unitary. 	Programme Board	<ul style="list-style-type: none"> - Finance and Assets Protocol developed & approved by the LGR Joint Committee on 4 Feb 2022 - Adoption of the Finance & Protocol by the 5 Councils 	<ul style="list-style-type: none"> - Adoption of the Finance & Assets protocol by the 5 Councils as part of their 2022/23 budget setting process - Ask DLUHC for a Section 24 Notice 	High	High	24

Category Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID	
Quality	Strategic Risk	Loss of opportunity to align public and VCSE services to new operating model and outcomes defined in the Business Case	Ineffective / poor relationships between the five Somerset councils; partnership working between SCC and Police, Fire, CCG, Acute Hospital Trusts, ICS, and VCSE.	- Reduced financial and non-financial benefits. - Poor relationships between partners and new authority. - Transformational opportunity lost, delayed or reduced - Negative impact on cross cutting outcomes for communities - Reputational damage for new Council	Communities, Customers and Partnership Workstream	Complete partner and stakeholder mapping exercise. Targeted engagement with all strategic partners. Effective ongoing communications with all stakeholders about LGR programme and its objectives	- Ensure LGR Advisory Board remains inclusive, transparent and accessible - Stakeholder management plan(s) for critical products and across workplans - External communications on purpose and benefits of the LGR programme. - Senior officer engagement with VCSE and partners	High	High	14
Quality	Strategic Risk	Design / products to create the new unitary council will not have the community as a central focus in the design of the new operating model	Focus is disproportionately on 'safe and legal' service delivery / Legacy ways of working are carried forward to implementation of the new authority	- Organisational culture is not community focussed - Inefficient partnership working. - Poor outcomes for communities. - Failure to deliver planned business case benefits	Communities, Customers and Partnership Workstream	Engagement with all workstreams to secure agreement / recognition that communities focus goes beyond 'safe and legal' Ensure interdependencies are identified and managed, through iterative discussion and collaboration Specifically, engage with People workstream to support an ethos and culture of communities and customers first. Involve customers and communities in the design of products and services. Learn from customer experience and feedback. Develop sound business cases to underpin sufficient resourcing to deliver communities focussed objectives	- Programme and workstream checkpoint review criteria - Ensure LGR Advisory Board remains effective, inclusive, transparent and accessible - Embody community focus as a critical requirement of operating model development through workshops, research and engagement	High	High	19
Scope (Programme Deliverables)	Strategic Risk	Unforeseen or increase in level of civil contingencies incident requiring mobilisation of Business Continuity / Civil Contingencies activity	Civil Contingency / external event requiring standing up of councils resources	- Inadequate resources in project delivery - Lack of management capacity - Reallocation of programme or existing council resources to support response and recovery	Steering Group	Programme Board overview of programme and escalation as appropriate from Steering Group and PMO. Existing business continuity arrangements in each authority	Create (by mid March '22) and maintain a Business Continuity Plan (BCP) for the LGR Programme (signed off by Programme Board) including: Engagement with Workstreams to develop the BCP, Engagement with Somerset Local Authorities Civil Contingencies Unit to ensure alignment with wider BCP arrangements across the programme and 5 councils, internal comms to ensure awareness and buy-in for BCP, and desktop test of BCP. Resource constraints have delayed completion of this piece of work however more staff have been approved for PMO.	High	High	13

Category	Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID
Scope (Programme Deliverables)	Strategic Risk	Back-office ERP (Enterprise Resource Planning) systems not fit for purpose to support the new authority	<ul style="list-style-type: none"> - Failure to ensure effective system alignment of back-office/administrative systems for day 1 of the new authority 	<ul style="list-style-type: none"> - Inability to monitor spending during the year and to be able to produce Statement of Accounts at year end in accordance with legal requirements - Ineffective system in place that require significant staffing resources for the new Council to operate effectively 	Assets Optimisation: Technical Workstream	<p>Discovery phase of the project to take place during January and February 2022 to understand the detailed risks, costs, resources, deliverability etc for the project. It is proposed the Asset Optimisation workstream has oversight of the project going forward to ensure the programme, once produced as an outcome of the discovery phase, keeps to plan and reflects the needs of all five Councils. The discovery phase will identify the preferred solution for vesting day.</p> <ul style="list-style-type: none"> - Assessment of feasibility / necessity of delivering a new system versus alternative arrangements. - Key product, risk within Assets Workstream (note: SAP replacement is not currently in scope for LGR) 		High	High	26
Scope (Programme Deliverables)	Strategic Risk	Insufficient people resources to implement LGR Programme and deliver the approved business case	<ul style="list-style-type: none"> - the programme not seen as BAU and the no 1 priority by council members and chief officers (all 5 councils) - Staff not released from normal operational duties - Insufficient capacity within legacy councils - Lack of resilience across assigned workforce 	<ul style="list-style-type: none"> - programme not delivered to quality, time and cost - non-cash and cash benefits not delivered - Delays in the delivery of the Business Case objectives or compromised quality delivered - Additional cost of temporary staffing to fill resource gaps - Unmanageable workloads on staff 	Programme Board	<ol style="list-style-type: none"> 1. early definition of resource requirements (capability and capacity) as part of gateway 2. Validation of 1 with PwC as QA partner incorporating lessons learned from previous LGR programmes 3. Resource across the five councils shortfalls to be raised to five CEOs to address 4. Interim labour arrangements to be defined as a fall back plan. 5. Dedicated LGR Programme Manager (in post from Jan '22) 6. PwC as quality assurance partner in place from Dec '21. 7. 17 February 2022 agreement to fund additional PMO, project specific and subject matter expertise to the programme. 	<ul style="list-style-type: none"> Programme checkpoint review to identify function. This will inform the following:- Recruitment Protocol and its application across the five councils - Resource Management Plan - Strong programme management and reporting to allow identification and resolution of potential staffing issues - Work across all 5 councils to pause or cease activity, or rescope within LGR programme to deliver greater benefit - Resource constraints to be reviewed and escalated weekly to CEOs and the programme board. To be reported to members at each Joint Committee 	Very High	Medium	11

Category	Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID
Benefits - Non-cash	Strategic Risk	Childrens service provision and improvement impacted during LGR implementation	Organisational and resource focus on these services is reduced or insufficient. Services not drawn sufficiently into the programme. Development of culture of the new authority fails to embrace these services	- Performance of service for vulnerable children and young people negatively impacted. - Poor external perceptions of quality of services. - Potential Government intervention	Programme Board	1. Strong communication within the programme 2. Adherence to project guidelines around Change Control, Benefits realisation and risk. 3. Horizon scanning 4. Cross-cutting involvement of senior managers across workstreams in particular Service Alignment and Improvement 5. Quarterly reporting to Programme Board 6. PMO engagement and participation with Integrated Care System Governance	- Active consideration within the emerging Target Operating Model - Modelling of interdependencies between programmes, reflected in respective plans	High	Medium	20
Benefits - Non-cash	Strategic Risk	Adult Social Care service provision and improvement impacted during LGR implementation	- Organisational and resource focus on these services is reduced or insufficient. - Services not drawn sufficiently into the programme. - Development of culture of the new authority fails to embrace these services	- Performance of service for vulnerable adults negatively impacted. - Poor external perceptions of quality of services. - Potential Government intervention	Programme Board	1. Strong communication within the programme 2. Adherence to project guidelines around Change Control, Benefits realisation and risk. 3. Horizon scanning 4. Cross-cutting involvement of senior managers across workstreams in particular Service Alignment and Improvement 5. Quarterly reporting to Programme Board 6. PMO engagement and participation with Integrated Care System Governance	- Modelling of interdependencies between programmes, reflected in respective plans - Active consideration within the emerging Target Operating Model	High	Medium	21
Benefits - Non-cash	Strategic Risk	Inter-Dependencies between workstreams not managed effectively	Collaboration between different workstreams has been limited and further partnership working is required to define interdependencies between workstreams and clarify what input from SMEs is required.	Inability to deliver cross-cutting products successfully and therefore benefits not realised	Programme Management Office Workstream	- Programme tranches developed to aid management of the overall programme - A process/approach for management of dependencies to ensure impacts of change (time/cost/quality) are easily understood at both workstream and programme level. Programme level - consider as part of Benefits realisation, PMO providing assurance against delivery of programme capabilities	Tranche 1 product dependencies to be assessed after Tranche 1 product list is signed off on 8 March 2022. Quality assurance of products list.	High	Medium	139

Category	Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID
Scope (Programme Deliverables)	Strategic Risk	Non-delivery or late delivery of key LGR products that other workstreams are dependent on	<ul style="list-style-type: none"> - Complexity of the programme not fully understood (no critical path). - Time pressure not allowing full analysis of interdependencies across products, projects and workstreams. - Lack of understanding of key dependencies within the project workstreams. - Lack of detail in product lists. - Assumptions that work is being delivered elsewhere 	<ul style="list-style-type: none"> - Missed opportunities. - Siloed working. - Failure to deliver key products. - Delays to workstreams and ultimately the programme. - Re-engineering of solutions / rework required 	Steering Group	<ul style="list-style-type: none"> Reliable critical path is available, with regular opportunities to monitor and course-correct when necessary. Regular opportunities for project managers to review with workstream and sub-workstream leads. Review of workstream and programme scorecards 	<ul style="list-style-type: none"> - Robust programme and project planning - Modelling of interdependencies incorporated into work plans and must have - Adequate resourcing of programme staff with appropriate capabilities and capacity to deliver workplans - Utilise Lessons learned from other programmes. - Dedicated LGR Programme Manager (now in post) 	High	Medium	23
Scope (Programme Deliverables)	Strategic Risk	Uncontrolled change to the scope of the LGR programme	<ul style="list-style-type: none"> - Changes to programme or workstream scope made outside of agreed tolerances for escalation or decision-making - Inadequate impact assessment of any proposed change 	<ul style="list-style-type: none"> - Failure to deliver the new council to agreed time, cost and quality. - Failure to deliver agree financial and non-financial benefits. - Missed transformation opportunities for the new authority - Impact on capacity of teams to manage and deliver the programme: rework, wasted effort and reduction in shared understanding of programme priorities and required activity 	Steering Group	<ul style="list-style-type: none"> Programme Implementation Manual outlining decision-making tolerances and purpose of change control Current Programme governance arrangements: PMO, Programme Steering Group and Programme Board to identify and (Change control process to be in place from March '22) 	<ul style="list-style-type: none"> - Change Control framework (March '22) for the programme including shared ownership by all programme staff. - Strong communication within the programme promoting adherence to guidelines around Change Control, Benefits realisation and risk. - Quality assurance of workstream reporting 	High	Medium	27
Scope (Programme Deliverables)	Strategic Risk	Next Council Elections lead to loss of momentum in the programme	<ul style="list-style-type: none"> - Changes in policy framework post-election 	<ul style="list-style-type: none"> - Programme redesign leading to increased costs, delay in progress, and lost realisation of benefits 	Steering Group	<ul style="list-style-type: none"> - Strategy comms plan includes engagement with political groups and induction of new members 	<ul style="list-style-type: none"> - Engagement with all political groups on programme objectives and work plans. - Ensure programme resourcing plans allow capacity for any potential reworking 	High	Medium	28

Category	Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID
Scope (Programme Deliverables)	Strategic Risk	Lack of 5 year Land Supply on day 1 of the new authority	<ul style="list-style-type: none"> - Changes to Government calculation methodology. - RAMSAR issues with phosphates currently limiting ability to approve development which within the catchment area. - Planning Board refusals - Site viability and infrastructure blockages - Lack of consistency with national planning guidance 	<ul style="list-style-type: none"> - speculative development coming forward in areas that sit outside of Local Plans. - Additional resources wasted in defending against speculative development. - Potential for significant additional unplanned costs where applications are decided at Appeal - potential for imbalanced communities without suitable infrastructure 	Service Alignment Workstream	<ul style="list-style-type: none"> - Legal advice being sought are regards the status of each individual district supply and whether these can be used to calculate a single figure, safeguard parts of the county or whether a new calculation would be required. - Work is being carried out to produce a Phosphates Strategy for Somerset and identify possible solutions that developers can adopt to meet their obligations. - The shape of future Local Planning in Somerset is being actively taken forward within the Service Alignment work stream to ensure 4 years post-Vesting Day deadline is met and meets the need of communities. - Workstreams are now moving forward that will review the current position across Somerset and then deliver a new Local Development Scheme for Somerset Council, as well as understand housing land supply and Housing Delivery Test performance in its implications. (see sub workstream Growth2 - Planning and Enabling for more detail). 	<ul style="list-style-type: none"> - Clear and swift direction on strategic direction is required from the newly elected Members after May 2022.- focused training for newly elected Members on Planning Boards to ensure competent decision making. - Legal advice required promptly to all Growth 2 subworkstream to deliver its objectives and mitigate this risk as much as possible. - Phosphates project to deliver possible options for developers to utilise to enable planning approval. 	High	Medium	29
			<ul style="list-style-type: none"> - Reduced ability for the programme to take decisions and deliver publicity during pre-election period. - Lack of planning to take account of the pre-election period. 	<ul style="list-style-type: none"> - Impact on programme decision making. - Impact on programme consultation, pre-engagement and publicity 		Steering Group	<ul style="list-style-type: none"> - Ensure forward plan of decisions and publicity/consultation takes account of pre-election period restrictions. - Internal communications with programme teams and wider workforce on pre-election guidance. 	Medium	Medium	18
Reputation / Political	Strategic Risk	Pre-election period restrictions impact programme delivery	<ul style="list-style-type: none"> - Communications planning inline with pre-election guidance. Plan for issuing pre-election guidance to staff. Consultation with PMO on planning for key decisions in line with pre-election guidance 	<ul style="list-style-type: none"> - Ensure forward plan of decisions and publicity/consultation takes account of pre-election period restrictions. - Internal communications with programme teams and wider workforce on pre-election guidance. 	Medium		Medium	18		

Category	Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID
Time	Strategic Risk	Delay in Parliamentary approval of the Statutory Changes Order	Government or Parliamentary delays in decision-making	<ul style="list-style-type: none"> - Impact on elections in May 2022. - Formal governance mechanism to support establishment of the new authority not in place as planned. 	Steering Group	Informal governance arrangements (democratic and programme-level). Ongoing dialogue with DLUHC on timing, issues and resolutions. Information to support Parliamentary debate on the Structural Change Order. Communications with MPs and government departments	SCO is moving through Parliamentary Process now, No difficulties anticipated to delay approval before deadline for Notice of Election	Low	Very Low	17
Cost	Strategic Risk	Loss of staff from County and District Councils deemed essential to the programme delivery	<ul style="list-style-type: none"> - Staff leave due to uncertainty - Loss of key staff with specific skills and knowledge 	<ul style="list-style-type: none"> - Delays in the delivery of the Programme implementation plan - Additional cost of resourcing eg temporary labour - Knock-in impacts to BAU service delivery - Insufficient level of experience and expertise to deliver the new council operations 	People Workstream	<ul style="list-style-type: none"> - Use of interim staff - Redeployment - Recruitment Protocol - Staff engagement to support development of culture (building on existing culture) throughout the lifetime of the programme 		Very High	Score Pending	12
Scope (Programme Deliverables)	Strategic Risk	Appropriate corporate and operational systems and platforms not in place for vesting day	Entire scope of work not known at this stage, may impact deadlines.		Steering Group	22/2/22 - to be assessed, scored and controlled after Tranche 1 products approved on 1st March 2022 by Programme Board		High	Score Pending	31

Category	Workstream	Risk Title	Cause	Effect	Risk Owner	Controls (Mitigating Actions)	Further action required	Risk Before Mitigation	Residual Risk	Risk ID
Scope (Programme Deliverables)	Strategic Risk	Delivery of ICS implementation is not effectively joined-up with LGR implementation	<ul style="list-style-type: none"> - Interdependency between ICS and LGR is not sufficiently understood or acted upon 	<ul style="list-style-type: none"> - Failure to deliver programme to agreed time, cost and quality. - Failure to deliver expected benefits. - Missed transformation opportunities 	Service Alignment Workstream	<ul style="list-style-type: none"> - Understanding of interdependencies incorporated into LGR work plans and must have - Adequate staff resource across both programmes with appropriate capabilities and capacity to address the work 		Medium	Score Pending	22
		Failure of workstreams/projects to achieve their expected financial benefits as described in business case (£18.5m p.a. after 2 years)	<ul style="list-style-type: none"> - Significant Workstream failure. - Loss or non-delivery of Essential products. - Unrealistic expectations of benefits assigned to workstreams or products 	<ul style="list-style-type: none"> - Lack of achievement of promised overall programme benefits. - Programme does not meet stakeholder expectations 	Steering Group	<ul style="list-style-type: none"> - Pending as benefits management system developed and embedded as programme moves into delivery Phase - Robust benefits realisation plan in place - Early modelling / forecasting of cash-benefits - Monitoring through programme reporting framework including escalation and intervention - Dedicated LGR Programme Manager (now in post) 	Score Pending	Score Pending	15	
		Reputation / Political	Strategic Risk	Perception that democratic representation in Somerset may be reduced	<ul style="list-style-type: none"> - Governmental expectations around number of elected members for the new council. - Reduction in number of unitary councillors compared to total in districts and county 	<ul style="list-style-type: none"> - Reputational harm. - Perceived democratic deficit by Members and the public 	LGR Communications Team	<ul style="list-style-type: none"> - Member development programme post May 2022 elections - Extensive public and Member-facing communications on benefits of the new authority relating to accessibility to council services and easier-to-access democratic arrangements of a single council 		Score Pending