

Programme Level Risks

2nd March 2023

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Ask of LGR Joint Scrutiny Committee:

1. Acknowledge the work done to date on the management of risks
2. Note the current programme risk position
3. Note the work that is being undertaken to deliver Risk Management for the new Council and transition
4. Discussion about Member participation including Member involvement moving forward into the new Somerset Council

Key points for discussion:

1. The approach to risks now and in the future
2. Member participation

Today, will look at and discuss

1. Where we have come from – how risks have been managed
2. Where are we now
3. Where we are going with risks and what will happen to the current risks for the programme
4. Member involvement - do Members feel that the proposed way forward for risks, i.e. transition risks and the wider risk agenda, is sufficiently clear and ensures that they feel able to scrutinise risks and question the risks on the register as well as identification of new areas for consideration

Where we have come from

Risks have been continuously managed and monitored since March 2022 as follows:

1. Through Programme Board, monthly reports
2. With LGR Programme Director, weekly basis
3. Reports to committees including:
 1. LGR Joint Scrutiny
 2. LGR Implementation Board
 3. SCC Audit Committee
4. Through Programme Team, through weekly meetings which includes workstreams

Where we have come from

Overview of the management of risks

Month	Number of programme level risks	Updates
March 2022	19	I risk moved to issue, 2 risks combined to one
April 2022	17	
June 2022	17	I new risk identified, 1 risk closed
July 2022	17	2 new risks identified
August 2022	19	I new risk identified, I risk closed
September 2022	19	1 new risk
October 2022	20	
November 2022	20	
December 2022	20	Major review – 3 closures, 4 transitional risks, 13 Business ready risks

Where we now

Major review of programme level risks in December and agreed in January resulting in:

1. 3 risks closed
2. 13 risks identified as risks to the programme
3. 4 risks that are considered transitional (risks that will move forward into the Somerset Council's risk registers)
4. 13 risks added as risks related to business readiness for day one
5. Monitoring ongoing including Member participation through the process
6. Revised and updated register set out in the next slides set against the day one success outcomes

What day one success looks like

Customer access the services they want and get the support they need

Ref	Risk Description	I	Controls and actions	R
PL23	The risk that non-delivery or late delivery of LGR products that other workstreams are dependent on	12	<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 an sub-workstream leads Review of scorecards Robust programme and project planning Modelling interdependencies incorporated into work plans and must haves Adequate resourcing of programme staff with appropriate capabilities and capacity to deliver workplan Utilise lessons learned from other programmes Dedicated LGR programme managers in post 	12
PL413	The risk that services will not be fully ready on vesting day	12	<ul style="list-style-type: none"> Service readiness checklist – initial overview and follow-up Business Readiness group in place Quality assurance monthly check ins 	9

What day one success looks like

Staff and Members do their jobs, working well and staying safe

Ref	Risk Description	I	Controls and actions	R
PL12	The risk that there are insufficient resources to implement LGR Programme and deliver the approved business case	20	<ul style="list-style-type: none"> • Early definition of resource requirements (capability and capacity) as part of gateway • PMO Team in place • Monthly scorecard resource identification 	9
PL13	Unforeseen emergency or business continuity interruption or rising tide situation that requires staff to be directed from day job into incident response	16	<ul style="list-style-type: none"> • Existing BC arrangements in each council to deal with unexpected emergencies prior to April 2023 • Wider BC work to deliver individual BC plans for new Council as well as a Corporate Plan for the new Council • Existing CCU unit supported by districts staff in place to support up to April 2023 • Gold structure in place 	12
PL25	The risk that BAU activity within Councils is impacted by stretched staff resources balancing LGR and BAU work	20	<ul style="list-style-type: none"> • Recruitment protocol • Staff engagement at local level on a regular basis • BAU process at local level to ensure any additional work is scrutinised before agreeing to continue • Monitoring key performance indicators for any drop off in service provision/performance • Monthly scorecard resource identification 	9

What day one success looks like

Staff and Members do their jobs, working well and staying safe

Ref	Risk Description	I	Controls and actions	R
PL414	The risk that staff moral and resilience will be at a low ebb, impacting their wellbeing	16	<ul style="list-style-type: none"> • Staff Surveys undertaken with further planned • Survey results analysed and outcomes to target particular group • Staff readiness group • Development of staff readiness directory • Staff network with a focus on particular aspects such as protected characteristics • Culture navigators • Wellbeing survey undertaken to support wellbeing strategy for new council 	9
PL415	The risk that staff with split roles or roles that aren't service specific will be unclear what their role will be in the new authority	12	<ul style="list-style-type: none"> • Interim SAP structure (1274) • Staff readiness directory • T2 positions in place • T3 to be in place by 1/4/23 	12

What day one success looks like

Somerset Council make effective and efficient decisions

Ref	Risk Description	I	Controls and actions	R
PL10	There is a risk of a significant budget gap for the new Somerset Council in 23/24 when Districts and County budgets combine, significantly impacting the financial sustainability of the new council	20	<ul style="list-style-type: none"> Finance and asset protocol across 5 councils S24 Notice from DHLUC effective May 2022 Budget monitoring processes in the 5 councils Balanced budget for 23/24 for Somerset Council to be agreed by Full Council Feb 23 LGR Programme is being used as part of the vehicle to deliver MTFP to ensure that alignment, design and development of services across the programme within the budget envelope 	9
PL15	Failure of workstreams/projects to achieve their expected financial benefits as described in business case	16	<ul style="list-style-type: none"> Tranche 1 products agreed Work on Tranche 2 products started LGR Programme is being used as part of the vehicle to deliver MTFP to ensure that alignment, design and development of services across the programme within the budget envelope Robust benefits realisation planning in place Monitoring through programme reporting LGA commissioned to deliver costed service structure Contract analysis prioritisation and related opportunities 	12
PL26	The risk that the back office ERP system not sufficiently implemented to support new authority	16	<ul style="list-style-type: none"> Implementation plan that delivers in excess of the minimum viable product Continued close management of implementation partner against published programme Clear governance and oversight Independent governance oversight role by SOCITM Training be undertaken in February Change agents to be in place Super users from across the councils Business readiness to monitor progress 	8

What day one success looks like

Somerset Council make effective and efficient decisions

Ref	Risk Description	I	Controls and actions	R
PL111	The risk of overspend on the £16.5m LGR implementation budget	16	<ul style="list-style-type: none"> The approved commitments are being challenged if the funding has not be fully committed to ensure the bid is still required, if it is not or can be reduced this will make more funds available for the programme. Work is underway to revisit the redundancy figures] Programme board monitoring 	12
PL139	Inter-dependencies between workstreams not managed effectively	12	<ul style="list-style-type: none"> Programme tranches developed A process/approach for management of dependencies to ensure impacts of change (time/cosy/quality) are easily understood at both workstream and programme level. PMO providing assurance against delivery of programme capabilities Dependency management tool in central list (sharepoint) T1 products dependencies to be assessed are T1 sign off (Date: ongoing Management of dependencies and interdependencies are part of monthly assurance meetings between PMO and workstream 	6
PL367	The risk that the 5 councils will overspend in 22/23 and have to use reserves	25	<ul style="list-style-type: none"> Regular budget monitoring 	16

What day one success looks like

Somerset Council make effective and efficient decisions

Ref	Risk Description	I	Controls and actions	R
PL416	The risk that decision making will be unclear and confused	12	<ul style="list-style-type: none">• Decision overview produced to be clear what needs to do to what committee• Internal Governance will be reviewed after Vesting Day• New constitution (10)• Service readiness checklist	9
PL417	The risk that there is a lack of clarity of vision and priorities	12	<ul style="list-style-type: none">• New Member, new panels – training planned• Training of constitution• Corporate plan (1178)	9

What day one success looks like

Staff and Members are positive ambassadors

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PL417	The risk that there is a lack of clarity of vision and priorities	12	<ul style="list-style-type: none">• New Member, new panels – training planned• Training of constitution• Corporate plan (1178)	9
PL418	The risk that there will not be visible and active leadership on vesting day and beyond	12	<ul style="list-style-type: none">• T2 appointed• T3 in place by 1/4/23• Interim SAP structure (1178)• Staff readiness directory in place	9

What day one success looks like

Staff are uniting as one team

Ref	Risk Description	I	Controls and actions	R
PL419	Lack of clarity of what teams look like on Day One – inability to complete readiness activities to manage that change	16	<ul style="list-style-type: none">Interim SAP Structure (1178)Aligned base budgets for Somerset Council	12
PL420	The risk of capacity and resource issues leading up to Vesting Day	16	<ul style="list-style-type: none">Interim SAP Structure (1178)Aligned base budgets for Somerset CouncilRegular prog resource review	12
PL421	The risk that staff will not work together as teams	12	<ul style="list-style-type: none">Service readiness checklistBringing of district and county service teams together to form one teamInterim SAP structure (1178)	9

What day one success looks like

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What day one success looks like

Customers have a positive experience

Ref	Risk Description	I	Controls and actions	R
PL19	Design/products to create new unitary council will not have the community as a central focus in the design of the new operating model	12	<ul style="list-style-type: none"> • Programme and workstream checkpoint review criteria • Ensure LGR Advisory Board remains effective, inclusive, transparent and accessible (PSG) • Embody community focus as a critical requirement of operating model development through workshops, research and engagement (CCP) • Ensure TOM development reflects emerging customer strategy and principles (CCP) • Engagement with all workstreams to secure agreement/recognition that communities focus goes beyond safe and legal (CCP) • Ensure interdependencies are identified and managed through iterative discussion and collaboration (CCP) • Specifically, engage with People workstream to support as ethos and culture of communities and customers first (CCP/People) • Involve customers and communities in the design of products and services (CCP) • Learn from customer experience and feedback (CCP) • Develop sound business case to underpin sufficient resourcing to deliver communities focused objectives (CCP/Finance) 	12
PL422	The risk to continuity of service	16	<ul style="list-style-type: none"> • Service readiness checklist • Business readiness framework • Business continuity arrangements in place (484) • Planning for stable BAU on day one (1179) 	12

What day one success looks like

Staff and Members have a positive experience

Ref	Risk Description	I	Controls and actions	R
PL309	The risk that there is insufficient capacity to manage the people side of change	16	<ul style="list-style-type: none"> • Change management approach, quality framework and tools established and in use • Supplementary offer to strengthen change capabilities started and will continue to evolve, e.g. targeted interventions and coaching, high risk, high need products in T1 • Validation of approach and priorities with PwC and our Unitary partners • Working closely with comms and People workstream • Plans in place to identify and collaborate with wider change assets across all organisations • Mobilisation of tactical change management resource to work alongside and support existing network of change management across all organisations • Engagement with programme and WS leads to unite thinking and drive profile of people side of change as core competence of programme • Evidence based approach to defining extent and impact of T1 products to define level of need and target resource where needed most • Application of data and insight from across WS to build programme change plan and EIA support • Embedding change management within current assurance practice and reporting • Nominated lead for People change 	12

What day one success looks like

Staff and Members have a positive experience

Ref	Risk Description	I	Controls and actions	R
PL358	The risk that the process of appointments to TS/T3/T4 roles could result in an employment claim if process is not followed properly	16	<ul style="list-style-type: none">• Incoming new Chief Executive taking ownership of the risk• SSDC Chief Executive taking on sponsor role for People workstream• Regular reporting back to PB by People workstream• Consultation with PB• Consultation with Trade Unions on the procedures• External legal advice being taken• Member engagement in T2 appointments and T3 appointments	12
PL423	The risk that staff and Members don't have a positive experience which has a detrimental impact in building a new Council for the residents for Somerset	16	<ul style="list-style-type: none">• Staff readiness directory• Staff networks in place for support• Culture navigators in place• Member training	12

Where are we going

Programme risks (programme and workstreams)

Programme risks and workstream risks:

1. Review all risks to determine whether they have been mitigated
2. If they have then they will be closed for 31/3/23
3. If they have not,
 1. Any reason why they haven't been mitigated
 2. Is the risk, a risk for the wider organisation, or one to be considered to be transitional
 3. Review any risk moving forward - scores, mitigation, ownership

Where are we going?

Risks for the transition

1. From review of programme and workstream risks, build register for transition/next phase of the programme
2. Determine new risks through assessment of tranche 2 and transition
3. Bring together the register with scores, mitigation and ownership
4. Create the register on SharePoint
5. Agreement to monitoring and review
6. Member participation
 1. SCC Audit Committee include both Somerset Council risks and Transitional/next phase of the programme risks
 2. Performance, risk and budget monitoring board (joint officer and Member board)

Where are we going?

Risks for the wider Somerset Council

1. Creation of the new Strategic risk register for Somerset Council - already identified that all but one current SCC strategic risks will move over. New risk areas based on the district strategic risks including housing, water borne risks, commercial investments, staff resilience and community resilience - work to do with Executive Directors and Service Directors to support the development of these risks including what the risks are, scores, mitigation and ownership
2. Creation of service level risk register for Somerset Council – bring forward the current district service risk registers and develop the service level risk registers for the new Council
3. Amalgamation of major project risk registers as needed
4. Ongoing Member participation will include:
 1. SCC Audit Committee every other month,
 2. Major project programme boards
 3. Performance, risk and budget monitoring board (joint officer and Member board)