

## Information Report – Executive Update

Forward Plan Reference: FP/24/05/03

Decision Date – 5 June 2024

Key Decision – Yes



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## Somerset Council Improvement and Transformation Programme – June Update

Executive Member(s): Cllr Theo Butt Philip - Lead Member for Transformation and Human Resources

Local Member(s) and Division: Applicable to all members/divisions

Lead Officer: Alyn Jones, Executive Director, Strategy, Workforce and Localities

Author: Sara Cretney, Service Director Strategy & Performance, Dawn Bettridge, Interim Service Director Workforce, Sara Skirton, Service Director, Partnerships and Localities, Nicola Hix, Service Director, Finance and Procurement, Louise Routley, Digital Programme Manager.

### Summary

1. This report updates Executive on the progress that has been made since the last update to Executive in April. The Improvement and Transformation Programme continues to further scope, define, and deliver the approach to whole Council transformation. In recognition of the complexity, scale and pace of transformation and change that is required to deliver the Council vision and support financial sustainability, this is the second update report provided to Executive.
2. The approach to whole Council transformation is encompassed within our new **Improvement and Transformation Programme** which brings together the activity required to deliver our vision, redesign our organisation, reshape our workforce, transform our services, and deliver our savings. The Programme comprises five component interrelated parts which run concurrently until March 2025:
  - New Organisational Design
  - Workforce Programme
  - Innovation and Change Programme
  - Partnerships, Devolution and Localities Programme
  - Savings Delivery Plan
3. The Improvement and Transformation Programme will be an essential part of meeting the assurance requirements set out by the Department for Levelling Up, Housing and Communities for Somerset Council's capitalisation direction, and will fulfil the government's requirements to prepare a productivity plan.

## **Recommendations**

4. That the Executive note the progress that has been made across the Improvement and Transformation Programme since the previous update to Executive in April.

## **Reasons for recommendations**

5. To ensure continued awareness of the approach to transformation, noting the expected outputs of the component parts of the Somerset Council Improvement and Transformation Programme.

## **Options considered**

6. See report to Executive in February 2024.

## **Links to Council Plan and Medium-Term Financial Plan**

7. The overarching transformation approach is key to closing the budget gap for 2024/25 and to support long-term financial stability. The Workforce Programme within the Improvement and Transformation portfolio delivers the single largest financial benefit in 2025/26 (c.£40m) and is therefore an essential element toward future financial stability.

## **Financial and Risk Implications**

8. The report is not asking for Members to agree any savings in a particular area. The wider transformation programmes, within the transformation approach, will bring forward individual business cases, where financial implications will be detailed for approval.

## **Key risks**

9. The key risks associated with the Improvement and Transformation Programme are detailed within Appendix A.

## **Legal Implications**

10. Any changes in the provision of services would be considered and determined through the appropriate decision-making processes in accordance with the Council's constitution, including engaging the relevant Scrutiny committees.

## **HR Implications**

11. The workforce and HR implications associated with the Improvement and Transformation Programme will be significant and will be considered separately as the Workforce Programme develops. The workforce reduction element of the Improvement and Transformation Programme will reduce FTE by c. 20-26% across the whole Council, affecting all levels of management. The Somerset

Council restructuring business case is currently under development for implementation July – December 2024. To ensure Somerset Council is resilient and sustainable, the Workforce Programme will include targeted support for managers and staff, an Organisational Development workstream and a workstream focussed on Pay, Grading and Total Reward.

### **Equalities Implications**

12. An Equality Impact Assessment (EIA) has been developed for the Workforce Programme element of the Improvement and Transformation Programme and shared with Executive in February 2024. EIAs are currently under development for the other elements of the Programme and will be developed as a result of any consultation requirements for individual service change (where applicable).

### **Community Safety Implications**

13. There are no community safety implications associated with this report, but any service specific impacts on community safety will be considered separately as the programme develops.

### **Climate Change and Sustainability Implications**

14. Somerset Council have declared both a Climate and Ecological Emergency. Through that, the Council has committed to working towards making the whole county, including our own estate and operations, 'Carbon Neutral' by 2030 and to take positive action to reverse the damage on our natural habitats by man-made activity. We have also pledged to ensure that Somerset is resilient to, and prepared for, the effects of Climate Change. There are no climate change and sustainability implications directly arising from this report however separately it would be appropriate for the Council to consider the impact of this programme and other national changes on our targets.

### **Health and Safety Implications**

15. There are no direct health and safety implications from this decision. However, any specific impacts and implications will be considered separately as the programme develops.

### **Health and Wellbeing Implications**

16. We recognise that any period of change can be unsettling. Our employee assistance programme has a range of resources available to staff to help with their physical and mental wellbeing. As part of the Workforce programme, we will ensure that an extensive communication and engagement approach is maintained through the 'Supporting People Through Change' workstream. A SharePoint site has been created as a one stop shop for all existing and new manager and staff health and wellbeing resources.

## **Social Value**

17. There are no Social Value implications directly arising from this report. However, any specific impacts and implications will be considered separately, for example, social value will be a key consideration particularly for the Partnerships, Devolution and Localities programme and will be built into measures of success and impact.

## **Scrutiny comments / recommendations:**

18. Views from Corporate and Resources Scrutiny Committee were sought on 7 March on the transformation approach, risks and issues and how best Scrutiny can be engaged in the development and implementation of the programme and its component parts.
19. Scrutiny commented on the governance of the programme, the role of Scrutiny, and wider council Members and that they should receive regular member briefings. The first series of all Member briefings took place on 24 April 2024.
20. It was noted that the volume of change required to deliver a financially sustainable council would impact service delivery. Awareness and continued scrutiny of the Programme is required, so the impact of resizing the workforce, devolving services, or stopping services is understood by all stakeholders.
21. The next programme update will be presented to Corporate and Resources Scrutiny Committee on 29 May 2024.
22. As agreed in March 2024, by the Corporate and Resources Scrutiny Committee, a joint programme of meetings and working groups will be set up to assist with the scrutiny of the programme. The first in the series of the joint scrutiny meetings took place on 2 April 2024.
23. Further joint Scrutiny programme meetings and all member briefings are currently being scheduled.

## **Background**

24. The approach to whole Council Transformation was initially presented to Executive on 07 February 2024, recommending a transformation approach that would bring together transformation and change programmes across the whole Council, fundamentally redesigning the Council in line with the new Values, Behaviours, Organisation Design Principles, and a new target operating model that delivers our purpose and vision for the people of Somerset, with a reduced sustainable budget and a smaller workforce. Over the past month this approach has been further developed in line with the programme plan.
25. The new Council transformation approach will establish the foundations to enable future organisational wide change that is necessary for financial sustainability and implementation of the new organisation vision and design.

26. On 27 February 2024, the Council was advised of the approval in principle to its request for Capitalisation Direction via the Governments Exceptional Financial Support framework. Any final agreement to support Somerset is conditional upon the completion of rigorous external assurance reviews to assess, at a minimum, the local authorities' financial management practices, and the production of an Improvement and Transformation Programme that will focus on securing the local authorities' medium-term financial position.

27. On 8 April 2024 Executive approved the proposed scope of the Improvement and Transformation Programme, which consists of five component parts:

1. New Organisational Design
2. Workforce Programme
3. Innovation and Change Programme
4. Partnerships, Devolution and Localities Delivery Plan
5. Savings Delivery Plan

28. The report in April was the first series of progress reports and it was noted that regular updates would be provided to Executive. This report is the second in the series of those updates.

29. **New Organisational Design.** This element of the Improvement and Transformation Programme is focussed on delivering a new organisational design and structure for the Council. This programme will deliver:

- 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, how we are structured and how we will work, and
- A new **Council structure** top to bottom redesign of the whole organisation.

30. **New Organisational Design – Progress update:**

**A new vision and strategic design principles:**

- Complete and being used to help design the new Council Structure.

**Target Operating Model**

- Draft version of Target Operating Model (TOM) with Measures of Success Appendices to go to Design Authority for sign off by end of May.
- A Working Group of volunteer Directors have been engaged to help shape the new TOM.

**New Council Structure = Service Director Blueprints/Proposed Structure:**

- Service Director Blueprints now complete from Service Director involvement, and handed over to Design Authority Review Panel to form the Proposed Structure (the product will now be known as Proposed Structures)

- Design Authority Panel Reviews began on 30<sup>th</sup> April and now running into w/c 13<sup>th</sup> May (original end date 11<sup>th</sup> May)
- Work to capture the changes and reasoning for consultation, making any changes between the as-is/original Service Director Blue Prints and Proposed Structure clear, is being supported by Programme Management Office & HR Lead who are present in the Design Authority Panel reviews.
- Cost Validation for the Proposed Structure is underway with Finance.
- Once Design Authority has finished the Proposed Structure and it has been signed off by all members of the Design Authority, the process ends in this programme as it enters a Workforce process for consultation preparation.
- We are working together with Workforce Programme to ensure we capture the necessary information to enable a smooth handover.

31. **Workforce Programme.** 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. The Workforce programme will deliver:

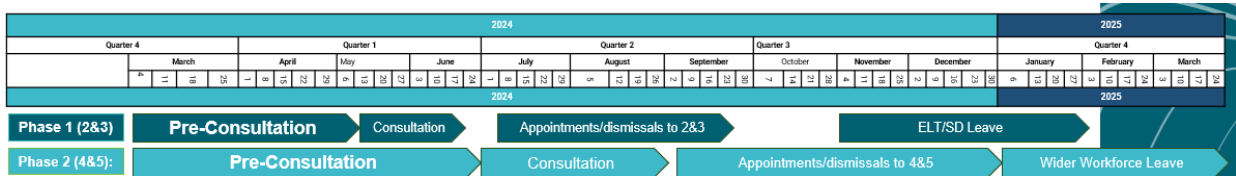
- **A reduction to our pay-bill** of c.£40m to help close the 25/26 budget gap whilst minimising the need for compulsory redundancies (this is in addition to LGR staffing savings of £4.4m required in 25/26 which has been added into the workforce savings programme).
- **Values and Behaviours** to be understood 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.

32. **Workforce Programme - Progress Update:**

- The **Voluntary Redundancy Scheme** is progressing to the planned timeline. 372 VR applications were received, and decisions communicated to managers and staff on 8 May 2024. Full Council is responsible for approving all VR's costing more than £100k (22 May 2024). Staff will leave the organisation on dates to be confirmed with their Service Directors. Most VR leavers will depart prior to 1.11.24.
  - Voluntary Redundancy Scheme closed on 24 March 2024
  - 372 applications received
  - 8 VR Panels held between 15 – 26 April
  - 13 Service Directors invited to attend VR Panel to provide additional information
  - 201 applications approved

- 16 additional applications approved following decision to extend payback period to 4 years
- 62% of applications approved from those aged 55 or over
- VR Applications approved by gender; 36% male and 64% female
- Pay bill saving circa £8.2m (being validated)
- Cost of redundancies £12.82m
- Main reasons for declining VR applications
  - Service restructure required
  - Impact on service delivery/operational requirements
  - In exempt post
  - Already part of a TUPE transfer
  - Did not meet payback period
- **Pay bill savings** have been categorised as ‘11 pay bill key lines of enquiry’ and work is ongoing to ensure that we understand spend as at 31.3.24 to enable a monthly savings and cost reduction tracker to be reported on to the Executive Leadership Team and Informal Executive on a regular basis. The areas of focus for the largest areas of workforce savings and cost reductions are Voluntary Redundancy, Agency, Interims and Consultants, budgeted vacancies, and the whole Council restructure programme (voluntary and compulsory redundancies). The Council continues to manage recruitment and the workforce establishment through robust control panels, and total headcount and FTE has continued to reduce since November 2023.
  - **Council staff Headcount:**
    - Nov 2023: 5260.
    - March 2024: 5099.
    - A reduction of 161 Headcount in 4 months.
  - **Council staff FTE:**
    - Nov 2023: 4626. March 2024: 4501.
    - A reduction of 125 FTE in 4 months.
  - **Paybill reduction Key Lines of Enquiry (Savings being tracked monthly from April 2024):**
    1. Establishment and Recruitment Control
    2. Removal of budgeted vacancies
    3. Reduction of agency workers
    4. Reduction of interims and consultants
    5. Voluntary reduction of contract hours
    6. Review of Fixed Term Contracts
    7. Annual leave purchase scheme
    8. Overtime
    9. Expenses and allowances
    10. Voluntary redundancy
    11. Council restructure
- Detailed planning on the **Council Restructure Programme 2024** is ongoing. Timelines have been set to complete the work in 2024/25 and the Workforce

team has been mobilised to deliver the activity to enable the 2-step programme to be delivered at pace. This involves a significant amount of work to develop a Consultation Business for layers 2 and 3 (Executive and Service Directors) by 9 May 2024, and layers 4 to 6 (the rest of the organisation) in July 2024, including external advice and challenge to ensure we take a data led approach and to mitigate risk.



- A series of **Corporate Leadership Team** away days, led by the Chief Executive, commenced on 29 April 2024, to bring Executive and Service Directors together to take the leadership challenge and conversation forward with a high employee engagement approach. Areas of focus include leadership and management development, developing a clear strategic narrative (storytelling our new organisational vision and purpose), developing leadership integrity (role modelling our values and behaviours including simplifying internal management processes), developing engaging managers (that are confident in taking their staff with them on this challenging period of intense change), and employee voice (ensuring we listen, engage and collaborate, and have two way communication channels in place). High employee engagement drives organisational success and productivity and shapes the culture around our values.
- A separate report on how we are **supporting our managers and staff through change**, and implementing improvements to performance management and learning development, is being presented to Informal Executive on 13 May. This is a twelve-month plan of OD supported activity and includes:
  - Promoting our existing and extensive staff wellbeing support offer.
  - Signposting staff to an extensive array of external wellbeing support services.
  - Understanding how different groupings of staff are impacted by change and targeting support and wellbeing interventions proportionately.
  - Creating a 'one stop shop' SharePoint shared resources site for staff.
  - Working with Somerset Response to Redundancy (R2R) Group we have planned seven initial dates to host roadshows across Somerset to assist those facing redundancy to connect with partners to assist them with the future. Dates to be confirmed but they will run until March 2025.
  - Monthly staff open Q&As with the Chief Executive and Directors.
- Essential **staff development and management development fundamentals** will be put in place this year. Plans in development include:
  - New mandatory training modules – released April 2024
  - My Conversations (replacing traditional appraisal) - released May 2024
  - Employee engagement surveys



- Knowledge Transfer toolkit
  - New Corporate Induction
  - CLT Development
  - Career pathway development
  - Leadership and management development programme
  - Skills audit tool
  - Succession planning and workforce planning tools
  - Staff recognition scheme
- **Total Reward** includes a focus on improving our wider employee value proposition and our pay and grading frameworks and systems.
    - We have commissioned two external desktop-analysis reports to inform our service design blueprints and identify where we can realistically delayer and reduce the size of the organisation to reduce management costs and improve the speed of decision making.
    - We have commissioned external specialist Job Evaluation support to enable the restructure and recruitment processes to the new Executive and Service Director roles in the new Council structures.
    - We have completed an internal review of our Job Evaluation processes and procedures, including a case study to improve recruitment and retention of Planners. This report, with recommendations, has been prepared for review in the first instance by the Chief Executive and Executive Leadership Team.

**33. Innovation and Change Programme.** This programme will bring together innovation and change activity across the whole council including Adults and Children's Services transformation programmes. It is work in progress, but will deliver:

- **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.

**34. Innovation and Change Programme - Progress Update:**

- This Programme will focus on delivering the Service Redesign activities and Digital and Data Capabilities required to embed the Proposed Structure over the next 12 months once the New Organisational Design Programme has delivered the agreed products mentioned above.
- Planning of the transition from New Organisational Design into Innovation and Change commenced on 17 May with Programme Manager, Programme Lead and Programme Director present.

**35. Partnerships, Devolution and Localities programme.** 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:

- **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.

### 36. Partnerships, Devolution and Localities programme - Progress Update:

#### Partnerships

- Preparation is underway for the Somerset Board Localities Workshop on 7 June. An intended output for the workshop is agreement of shared principles for locality working.
- A key milestone in the progression of partnership working across Somerset is the appointment of the Head of Strategic Partnerships, who will start in post on 1 July 2024. This is a joint appointment with NHS and will work with them, the Council and the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector to align and integrate strategies, policies and programmes that benefit the residents and communities of Somerset.

#### Devolution

- The successful transfer of a package of services and assets to Bridgwater Town Council in May 2024 represents a landmark outcome from collaborative working between Somerset Council and the Town Council. The culmination of this devolution pilot will result in the continued provision, now at a more local level, of services that meet the needs of the community, while also supporting the Council's financial sustainability and transformation objectives. This pilot has also provided a blueprint for other devolution activities as well as invaluable lessons learned.
- Work continues to progress devolution proposals for some of the larger towns including:
  - Yeovil
  - Wellington
  - Taunton
  - Frome
  - Wellington
  - Minehead
- In addition, discussions are progressing with City, Town and Parish Councils on options for future arrangements for operational services that are currently delivered via contracts.
- Consideration is being given to the next tranche of devolution activity and the need to ensure this can be resourced. In the context of a significant staff vacancy in Partnerships and Localities and the current organisational

redesign, interim options are being explored to ensure this complex and cross cutting programme of work can be effectively managed and delivered, whilst prioritising a collaborative approach with our partners, particularly local councils.

## **Localities**

- Executive Leadership Team met recently to consider future models of locality working. No specific approaches or models have been decided upon, however a number of Service Directors have been tasked with preparing draft principles that can be considered at the forthcoming Somerset Board meeting, as referred to above.
- Meanwhile, work continues to strengthen and develop Local Community Networks (LCNs) as the Council's main way of engaging and developing communities:
- A review of LCNs to date and a revised set of LCN Terms of Reference were considered and agreed by Executive in May 2024. The review was informed by significant input from LCN Chairs and Vice Chairs along with detailed consideration by Corporate and Resources Scrutiny Committee.
- A Scrutiny Task and Finish Group is being established to inform the ongoing development of LCNs, recognising that whilst good progress is being made in some, there is further work to do in other areas to ensure all LCNs can realise their potential.
- Recruitment to the permanent LCN officer team is progressing, with a number of appointments confirmed and external advertising now live for the remaining vacancies.
- The LCN team continue to forge links with a range of Council service areas including Highways and Planning. Externally, discussions are taking place with partners to ensure wider community representation spanning economic, social and environmental interests.

## **37. Saving Delivery Plan**

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.

It will seek to deliver:

- 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.

### 38. Savings Delivery Plan - Progress Update

- **Financial Strategy** - Within the Financial Strategy the following areas of opportunity were identified:

Summary	Lower end of range £m	Upper end of range £m
<b>Efficiency Savings</b>	<b>7</b>	<b>26</b>
2023/24 Outturn & Base Budget Review	3	7
Commissioning	0	5
Third Party Spend	2	4
Review of Pressures	2	10
<b>Service Levels</b>	<b>32</b>	<b>48</b>
Reducing Service Levels / Stopping Service	1	3
Workforce programme – Staffing reductions	30	40
Council Tax Reduction Scheme	1	5
<b>Alternative Service Delivery</b>	<b>1</b>	<b>3</b>
Alternative Service Delivery	1	3
<b>Asset Management</b>	<b>1</b>	<b>3</b>
Rationalisation of Council Offices	1	3
<b>Financing of Activities</b>	<b>0</b>	<b>2.5</b>
Review of Treasury Management	0	2
Review of Transport Fleet	0	0.5
<b>Income Generation</b>	<b>6</b>	<b>34</b>
Income from Services	2	5
Council Tax	4	7
Council Tax – above referendum limits	0	17
Business Rates	0	3
Review of Government Grants given to the council	0	2
<b>TOTAL</b>	<b>47</b>	<b>116.5</b>

The Financial Strategy Team have now identified Lead Officers and Finance Leads for each line of opportunity in the table above. The team are just finalising the detailed timetable to be communicated out to each of the Leads. Regular 2-3 weekly monitoring will be set up to monitor the progress by each Lead and this will be overseen by the Financial Strategy team, with regular updates feeding through to the relevant Boards and Committee Meetings.

- **New Savings**

At the end of the last year's MTFP services were aware that the Council still had a large budget gap, therefore they have continued to look for any new savings that can be put forward. Shortly, services will be asked to provide these savings, as well as re-evaluate any which were not put forward last year. The largest amount of savings are likely to be found through the areas identified above. Guidance and the MTFP timetable will be issued imminently to services.

- **2024/25 Savings Assurance, Tracking and Monitoring**

There is a comprehensive 2024/25 budget monitoring process which involves Finance Business Partners (FBP's) working and challenging Budget Holders and Delegated Budget Holders on their MTFP savings delivery, revenue budget monitoring, capital budget monitoring and salary monitoring. Where savings are not or unlikely to be met, budget holders will be required to provide SMART mitigations to enable the savings to be met.

Lead Finance Business Partners also meet with the Directorate Management Teams (DMT) to run through the latest projections and discuss relevant mitigations. The directorate budget monitoring projections and narrative is signed off by the relevant Executive Director each month.

Additional finance oversight boards have recently been set up for the highest financial risk areas in Adult Social Care and Children's Services. These boards are attended by both Finance Management and Directorate Management Teams.

The information provided through the budget monitoring meetings also feeds into a number of member committees and groups including Executive / Officer groups and Scrutiny, and Executive committees.

The S151 and Deputy S151 also meet with the Finance Portfolio Holder on a regular basis to run through in detail the Councils financial position and mitigations.

### **39. Programme Management Office**

In the latter part of April, the Programme mobilised a Programme Management Office (PMO). The purpose of the PMO is to support the Programme Lead in coordinating programme assurance activities to ensure satisfactory progress is being made, delivery forecasts are accurate and identify where issues may occur.

#### **Programme Reporting**

Progress reporting, detailing updates against forecast delivery and identifying issues and risk for escalations, has been established with an initial focus on Workforce and New Organisational Design. The reporting cycle is weekly to Programme Steering Group, fortnightly to the Design Authority and monthly to the Transformation Board.

The roll out of reporting across the wider programme is expected to commence in the latter part of May.

### **Programme products and milestone timeline**

The high-level programme timeline has been further developed with key products and their associated milestones being identified.

Detailed programme planning has been undertaken focussing on activity required between May to September to ensure key decision dates are achieved.

**Appendix B** details the high-level activity timeline (as per previous Executive updates), key product milestone list, milestone timeline, key meetings and decisions being taken up to December 2024.

### **Background Papers**

Executive Report 6 December - [Executive Report - Item 11 - 2024/25 General Fund Revenue Budget & Capita Programme update](#)

Executive Report 7 February [Executive report - Item 14 - Developing the Approach to Transformation](#)

Scrutiny Report 7 March [Scrutiny Report - Item 7 - Developing the Approach to Transformation](#)

Executive Report 8 April [Executive Report - Item 6 - Developing the Approach to Transformation - Update report](#)

### **Appendices:**

Appendix A – Risk Register

Appendix B - Programme Update (High-level output timeline, key product milestone timeline (May to August), key meetings and decisions)

## Report Sign-Off

Legal and Governance Implications	David Clark	23.05.24
Communications	Peter Elliott	21.05.24
Finance & Procurement	Nicola Hix/Jason Vaughan	21.05.24
Workforce	Dawn Bettridge	21.05.24
Asset Management	Oliver Woodhams	22.05.24
Executive Director / Senior Manager	Alyn Jones	22.05.24
Strategy & Performance	Sara Cretney	22.05.24
Executive Lead Member	Cllr Theo Butt Phillip	24.05.24
<b>Consulted:</b>	Councillor Name	
Local Division Members	N/A	
Opposition Spokesperson	Cllr Faye Purbrick Opposition Spokesperson for Transformation and Human Resources	Report shared on 21.05.24
Scrutiny Chair	Cllr Bob Filmer for Scrutiny Corporate & Resources Committee	Report shared on 21.05.24