

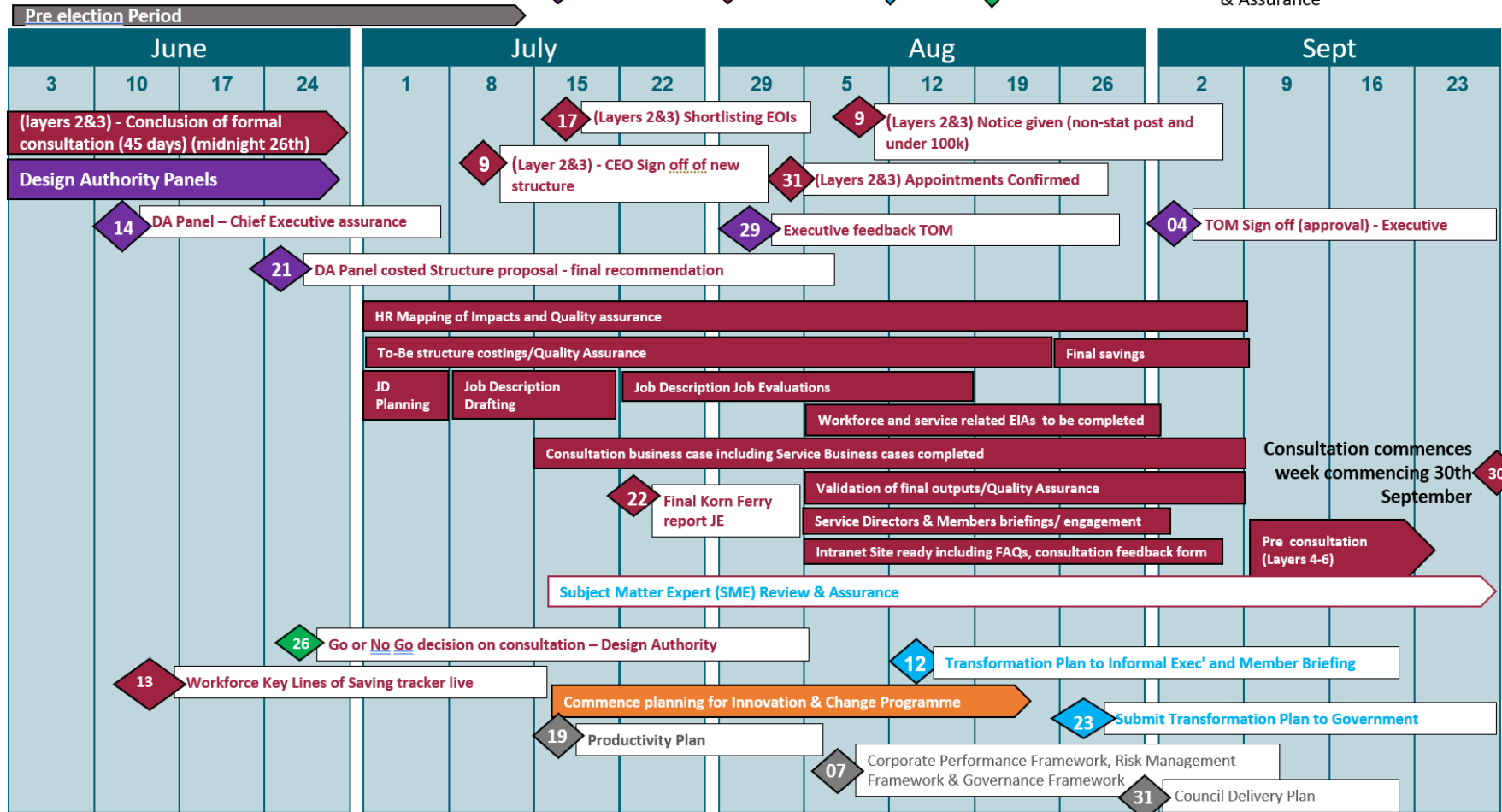
Appendix A – Monthly Programme Reporting Dashboard to 12th July 2024

Improvement & Transformation Programme - Dashboard summary to 12th July

Current delivery RAGs		Programme Progress Summary / overview	
Overall Programme		<ul style="list-style-type: none"> On 25 June Design Authority approved the revised date of 30 September for the launch of 45-day consultation on layers 4-6 restructure. Initial target date of 15 July was not achievable due to scale and complexity of work. This includes mapping staff from the current to new structures, understanding impacts on individual roles, financial costings, equalities impact assessments (EIAs), and drafting and evaluating new job descriptions. Layers 2&3 consultation concluded 26 June. Final structure shared with those impacted 11 July, prior to all staff week commencing 15 July. Target Operating Model has progressed onto its final stages of feedback ahead of the intention to launch in September. Voluntary Redundancy Scheme closed with 195 applications progressing - annual savings £7.85m, once off costs £13m. Partnerships, Localities and Devolution workstream has experienced resource and capacity challenges impacting pace of progress. Resource has recently been allocated to develop plans, map dependencies and provide assurance of activity. Leadership capacity has also been secured with the Head of Strategic Partnerships appointment commencing 1 July and external support being secured from Society of Local Council Clerks. Digital, Data and Technology testing of new technologies underway to understand opportunities for new ways of working. Design session planned to develop prioritisation matrix to support strategic prioritisation of projects. Initial draft to Transformation Board 22 July. Property Rationalisation formal decision to be taken by Executive 15 July following Taunton Accommodation consultation exercise. Employee Engagement Survey closed on 5 July after 3 weeks, with 46% response rate. 	
New Org Design	↑		
Workforce	↑		
Partnerships, Devolution & Localities	↔		
Innovation & Change	↔		
PMO	↔		
Programme Risk Register		Programme Management Office (PMO) progress update	
Red Current Risk Score	2	<ul style="list-style-type: none"> Programme risk approach refreshed and agreed with Programme Steering Group (PSG). Includes introduction of risk themes and clarity regarding inherent, current and target risk scores. Full review of Programme risk register completed to expand/refine and ensure robust risk mitigations with clear owners. Programme reporting launched - weekly to PSG, and monthly summary dashboard for Transformation Board and reporting to Members. Supported Service Impact Mapping from restructures, including development of Tracker to provide progress overview of HR impact assessments, financial costings and EIAs. This is helping to inform decision making by Design Authority and assurance of progress. LGR Benefits Update report presented to Scrutiny – providing clarity on how Local Government Reorganisation (LGR) staff savings will be taken forwards through Improvement & Transformation Workforce Programme. Ongoing development of resourcing dashboard to support resource management and reporting. Ongoing work on a Project Register to provide organisational overview of pipeline and in-train projects – reconciling against ICT project tracker/pipeline. Programme Governance pack developed alongside commencement Programme Standard Procedures Document (guidance for PMO). 	
Amber Current Risk Score	6		
Green Current Risk Score	3		
Total Live Programme Risks	11		
Emerging Risks (Subject to consideration and scoring)	6		
<ul style="list-style-type: none"> Legal challenge by staff, members or the public Alignment of organisational design with ways of working Data & Tech resources (staff and funding) for Innovation & Change Programme Requirement for additional savings Meeting Transformation Plan requirements Delivery of Council priorities 		<p>*Savings Delivery Plan: Medium Term Financial Strategy approach and timeline shared at Council’s leadership briefing 12th June. Work packages/opportunity areas now underway via the Lead Officer and Finance Lead (*note Medium Term Financial Strategy (budget setting) and budget monitoring currently reporting through Executive Leadership Team (ELT))</p>	
A Programme Risk overview report is included in this summary			

Overview – Milestone Timeline (June - Sept)

◆ Org Design
 ◆ Workforce
 ◆ PMO
 ◆ Key meetings
 ◆ Corporate Strategy, Governance & Assurance



Improvement & Transformation Programme – Delivery status

Products – recent & upcoming	Workstream	Due Date	Status	
Business case for consultation for Layers 2 & 3 restructure	Restructure (2 & 3)	03/05/2024	Complete	New Org Design <ul style="list-style-type: none"> Assurance session held with Duncan (14 June) to run through proposed draft structures. Design Authority approved the revised date of 30 September for the launch of organisation restructure consultation. Design Authority Panel sessions have continued to review Service Director Blueprints and produce Structure Proposals for each Service to enter the validation process with HR and Finance. All Structure Proposals have now completed the Design phase and are in validation. The Design Panel continue to support the development of the Business Case for L4-6 Restructure by providing a daily assurance review point to respond to any queries that are coming out of the validation process and updating any of the Structure Proposals as necessary. SME Assurance group to assess Service Impacts mobilised 19 June – weekly meetings scheduled. Target Operating Model has progressed onto its final stages of feedback ahead of the intention to launch in September.
Supporting People Through Change SharePoint Site	OD & Supporting People Through Change	03/05/2024	Complete	
Continuous Conversations (Revised annual appraisal scheme)	OD & Supporting People Through Change	03/05/2024	Complete	
Single Forward Plan	PMO	24/05/2024	Complete	
Onboarding v1	PMO	17/06/2024	Complete	Workforce <ul style="list-style-type: none"> Consultation for Layers 2&3 closed 26 June. Member briefing session on layers 2&3 held early June. Interim Chief Finance Officer appointed, starting in August VR scheme – 195 applications progressing (from 372), most leaving prior to 1 Nov. Approx £7.85m saving with £13m cost. VR formal letters prepared for all VR approvals once date of contract termination is confirmed. New Organisational Change (Restructuring) Principles agreed with Trade Unions. Layers 4-6 consultation date put back to September due to the scale and complexity of changes. To launch consultation, business cases need to be completed with staff impact assessments based on a thorough understanding of impacts on all existing posts, evaluation of new job descriptions (greater number than anticipated) and finalised financial costings. Resourcing plan in place and assurance to understand process, progress and quality. Workforce savings tracker developed, including savings ambitions for key lines of enquiry activity. Employee Engagement Survey – closed 5 July after a 3 week period, with a 46% response rate. My Conversations (replacing traditional appraisal) released May 2024.
Employee Engagement Survey	OD & Supporting People Through Change	17/06/2024	Complete	
Workforce Pay Bill KLOE Tracker	KLOE	24/06/2024	Complete	
Productivity Plan	Corporate Strategy, Governance & Assurance	19/07/2024	On track	
Korn Ferry Report on pay grading	Pay & Reward	22/07/2024	On track	Innovation & Change <ul style="list-style-type: none"> Digital, Data & Tech draft 1 year plan under development and will be reviewed at Transformation Board on 22 July. Prioritisation Matrix to be developed. Pilot for a single Data and Analytics platform commenced – Microsoft Fabric. Data set for Pilot will be Dynamics finance. Decision on Revenues and Benefits system consolidation - NEC will be the selected supplier for front and back end. Business case and EIA for Property Rationalisation updated. Progress Updates to ELT & Lead Members. Issued Key Decision paper for Member consultation. Executive Decision on Taunton accommodation due in July.
LGA Peer Support Feedback	Programme	23/07/2024	On track	
Programme Architecture	PMO	31/07/2024	On track	
CLT Development Programme	OD & Supporting People Through Change	01/08/2024	On track	
Corporate Performance Framework	Corporate Strategy, Governance & Assurance	07/08/2024	On track	Partnerships, Devolution & Localities <ul style="list-style-type: none"> Resource and capacity pressures have impacted pace of progress – resource now secured Devolution progress reported through Devolution Working Group - work to do to ensure all dependencies (internal & external) are mapped. Devolution activity that is already agreed is progressing. Partnerships & Localities and Public Health progressing actions from Somerset Board on 7 June, including convening a working sub-group to develop principles. Localities - Outcomes from previous ELT discussions on Localities to be agreed then complete Programme Initiation Document
Risk Management Framework	Corporate Strategy, Governance & Assurance	07/08/2024	On track	
Governance Framework	Corporate Strategy, Governance & Assurance	07/08/2024	On track	
Transformation Plan	Programme	27/08/2024	On track	
Council Delivery Plan	Corporate Strategy, Governance & Assurance	31/08/2024	On track	

Appendix B – Improvement & Transformation Programme Risk Register – position as at 12th July 2024

Improvement & Transformation Programme - Risk Summary

Risk Ref No.	Risk Category	Risk Theme	Risk Description, Cause & Consequence	Inherent Likelihood	Inherent Impact	Inherent Score	Description of Mitigations currently in place	Current Likelihood	Current Impact	Current Risk Score	Further Mitigations/Actions Required
ITP-R001	Prog	Financial Sustainability	<p>Risk: Insufficient budget for redundancies</p> <p>Cause: Lack of sufficient funding for the programme and no receipt of the Capitalisation Directive</p> <p>Consequence:</p> <ul style="list-style-type: none"> Cannot initiate redundancies without a budget to fund them. Without redundancies, savings associated with workforce reduction will not materialise. Inability to deliver the £40m savings targets in 25/26 or delay savings. Capitalisation Directive only approved in principle. Take longer to deliver a leaner more efficient Council. 	4	5	20	<p>1) Every council that has requested Exceptional Financial Support from DLUHC in the form of a capitalisation direction have been supported,</p> <p>2) Forecast of capital receipts from the disposal of assets including commercial properties that are actively managed through the Property and Investment Executive Sub Committee and Asset Management Group.</p> <p>3) Strategy in place for disposal of assets to generate capital receipts that could be used via flexible use of capital receipts policy</p> <p>4) £14m worth of capital receipts at present to cover the first phase of Redundancy costs (VR) . Anticipating over £25m of capital receipts from disposals that are close to being finalised.</p>	3	5	15	<p>5)Continued work to progress the Improvement and Transformation Plan setting out how we will deliver the Council's key objectives, secure a medium term financial position and the broader Productivity Plan.</p> <p>6)PSG to regularly review actual receipt and projected quarterly forecast of capital receipts against quarterly profile of redundancy costs, to ensure sufficient budget is available or early escalation of any challenges.</p> <p>TARGET SCORE: 10</p>
ITP-R002	Prog	Financial Sustainability	<p>Risk: Redesign of the Council does not deliver the required workforce savings</p> <p>Cause:</p> <ul style="list-style-type: none"> Quality of blueprints Quality of SAP data Inconsistencies between SAP & Finance data Capacity of HR & Finance staff Multiple DA panel queries Complexity and size of whole organisation redesign Service Director queries and concerns Lack of monitoring and oversight of the process <p>Consequence:</p> <ul style="list-style-type: none"> Savings requirements are not delivered Further restructuring is required Impact on staff morale 	4	4	16	<p>1) Costings exercise completed before consultation</p> <p>2) Monitoring of process through tracker</p> <p>3) Established weekly calls to run through progress, raise concerns and blockers has been set up with all HR and Finance Leads and Programme Leads on this work every Thursday.</p>	3	4	12	<p>4)Clear lines of accountability and responsibility identified</p> <p>5) Clarity on products required to launch consultation (including minimum viable product)</p> <p>6) Regular checkpoints to ensure that prior to consultation, we have hit the required level of savings</p> <p>TARGET SCORE: 12</p>
ITP-R003	Prog	Financial Sustainability	<p>Risk: Financial savings are counted twice so reducing the actual savings against the bottom line</p> <p>Cause: No joined up financial tracking across all 'savings' activities which means the same savings may be being banked several times (re budget setting and development and validation of these new savings not tracking savings that are already committed)</p> <p>Consequence: Less savings achieved than expected.</p>	5	5	25	<p>1)A single financial tracker has been created which has been included in the budget monitoring reports. and is cross checked with workforce and business case to minimise double counting.</p> <p>2) Alignment with MTFP process to minimise double counting</p>	3	5	15	<p>3) MTFP new savings proposals assurance process to include specific review to check no double counting against existing or other new savings</p> <p>TARGET SCORE: 10</p>

Risk Ref No.	Risk Category	Risk Theme	Risk Description, Cause & Consequence	Inherent Likelihood	Inherent Impact	Inherent Score	Description of Mitigations currently in place	Current Likelihood	Current Impact	Current Risk Score	Further Mitigations/Actions Required
ITP-R004	Prog	Financial Sustainability	<p>Risk Description: Payroll costs continue to increase despite of key lines of enquiry (KLOE) to reduce workforce costs being implemented.</p> <p>Cause: Process, procedures and measure put in place are not followed by Managers.</p> <p>Consequence: Savings not achieved leading to the costs exceeding the available resources resulting in the Section 151 Officer issuing a Section 114.</p>	3	5	15	<p>1) Resource planning to ensure adequate levels of resource to support the delivery of the Key Lines of Enquiry (KLOE) initiatives</p> <p>2) Design Authority to act as assurance forum to ensure savings are on target.</p> <p>3) PMO to implement / support in benefits tracking process.</p> <p>4) Data dashboard now in place to evidence and ensure oversight of the data is moving in right direction</p>	2	4	8	<p>5) Financial dashboard being produced to demonstrate reduction in paybill lines of enquiry are resulting in reduced spend for council</p> <p>6) KLOE design authority challenge panels scheduled for August 24</p> <p>7) Agreement of aligned establishment list with data definitions (HR & Finance data)</p> <p>TARGET SCORE: 8</p>
ITP-R005	Prog	Capacity & Resources	<p>Risk: Unmotivated Workforce</p> <p>Cause: Volume of change, impact of change and ongoing uncertainty for staff</p> <p>Consequence:</p> <ul style="list-style-type: none"> Drop in productivity, morale and engagement Potential increase in retention risks and higher turnover of staff Potential reduced responsiveness to customer needs (residents, members, staff, vulnerable etc) 	5	5	25	<p>1) Supporting People through Change Workstream mobilised focusing on staff personas and providing targeted support to ensure motivation remains</p> <p>2) Regular management and staff briefings.</p> <p>3) Monthly All Staff Q&As led by the Chief Executive.</p> <p>4) Shout outs – where staff can recognise others help and good work</p>	4	5	20	<p>5) Total Reward offers/incentives to remind staff positives/benefits of working for somerset council</p> <p>6) Dedicated support to different staffing groups</p> <p>7) Survey to benchmark staff wellbeing</p> <p>TARGET SCORE: 12</p>
ITP-R006	Prog	Capacity & Resources	<p>Risk: Council struggles to recruit and retain required talent and knowledge</p> <p>Cause:</p> <ul style="list-style-type: none"> Strong competition nationally for hard to fill specialist roles Less attractive to external candidates, impacted by known financial sustainability challenges facing Somerset Council Volume of change, impact of change and ongoing uncertainty for existing staff <p>Consequence:</p> <ul style="list-style-type: none"> High turnover which might impact negatively on service performance More difficult to recruit to and retain hard to fill roles Increased costs due to use of agency staff 	4	4	16	<p>1) Knowledge Transfer and Retention Toolkit launched and in place</p> <p>2) Utilising existing Pay Policies such as recruitment and retention allowances.</p> <p>3) Conducted staff survey to understand how staff feel about working for Somerset Council, results will inform an action plan to address issues raised</p> <p>4) Delivery of Job Evaluation Action Plan</p> <p>5) Launched 'My Conversations' - replacing annual appraisals and promoting regular conversations between staff and line managers about the future</p>	3	4	12	<p>6) Progress pay & grading project to review opportunities with pay and grading for Somerset staff</p> <p>7) Contacting other authorities to ascertain their own approaches to pay and grading to establish benchmark to compare against</p> <p>TARGET SCORE: 8</p>

Risk Ref No.	Risk Category	Risk Theme	Risk Description, Cause & Consequence	Inherent Likelihood	Inherent Impact	Inherent Score	Description of Mitigations currently in place	Current Likelihood	Current Impact	Current Risk Score	Further Mitigations/Actions Required
ITP-R007	Escalated Project	Capacity & Resources	<p>Risk: Insufficient resource in Data and Tech skills to deliver requirements of Innovation & Change Programme and DDAT capabilities that enable service redesign and sustainable change.</p> <p>Cause:</p> <ul style="list-style-type: none"> more committed activity organisationally requiring digital and data skills / resource than there is resource to deliver. potential restructure reduction in resources Additional deliverables and resource requirements expected to be identified to deliver Innovation & Change Programme which will further exacerbate the resource gap. mechanism for strategic prioritisation of projects requires review & approval. Volume of existing pipeline and current projects is also impacted by pending introduction of new Procurement Legislation which will accelerate re - contracting required for Council Applications and Systems. Risk will become greater if these skills are lost / reduced due to org resizing. <p>Consequence:</p> <ul style="list-style-type: none"> Inability to deliver the existing outputs and capabilities Inability to deliver innovation and change programme outcomes. Non delivery of associated financial savings 	4	4	16	<p>1) 12 month DDAT Action Plan developed and on the agenda for Transformation Board 22/07/24.</p> <p>2) Regular monitoring via Transformation Board</p>	4	4	16	<p>3) Develop whole organisation Project Register to baseline current position mapping existing Projects (live and pipeline with business cases)</p> <p>4) Create a Prioritisation Matrix and approach to be applied across the whole council</p> <p>TARGET SCORE: 9</p>
ITP-R008	Cross Cutting	Capacity & Resources	<p>Risk: Insufficient resource to deliver business as usual (to the same standard) following permanent exit of resource</p> <p>Cause: Permanent exit of people through voluntary and compulsory redundancy reducing head count.</p> <p>Consequence:</p> <ul style="list-style-type: none"> Inability to achieve KPI's Inability to meet demand Reputational damage Impact on health and wellbeing Higher levels of sickness Annual leave cancelled Unable to meet the need of our customers (residents, members, staff, vulnerable etc) 	4	4	16	<p>1) Manage voluntary redundancy with phased exit, e.g. Knowledge retention toolkit</p>	3	4	12	<p>2) Manage compulsory redundancy with phased exit, e.g. knowledge retention toolkit</p> <p>3) Review corporate priorities with members</p> <p>4) Understand impacts of organisational change by reviewing service standards and performance with SDs and ensure appropriate decisions taken where required</p> <p>5) Strategic approach to prioritisation and resourcing to effectively sequence and execute change</p> <p>6) Defining council priorities and associated business plan</p> <p>TARGET SCORE: 6</p>
ITP-R009	Prog	Capacity and Resources	<p>Risk Description: Excessive loss of staff with talent and organisational knowledge</p> <p>Cause: People leave the organisation ahead of the process or without proper handover</p> <p>Consequence:</p> <ul style="list-style-type: none"> Loss of key talent and skills Loss of organisational memory Inability to deliver the Improvement and Transformation Plan 	3	5	15	<p>1) A Knowledge Retention & Transfer Toolkit has been developed to capture and retain organisational knowledge. The toolkit will help those who are leaving to collate relevant information and to agree with their colleagues and manager how this will be shared with the team or where it will be stored for future use.</p> <p>2) VR exits will be phased between May and November 2024 to enable sufficient handover and knowledge capture.</p>	2	5	10	<p>3) Continued promotion of the Knowledge Transfer toolkit managed through central comms plan</p> <p>4) Managers guidance to support managers who have staff leaving the authority</p> <p>5) Restructure taking into consideration wider service impacts and where services cannot be reduced or where knowledge etc can be combined into new role fit for purpose for new council</p> <p>TARGET SCORE: 8</p>

Risk Ref No.	Risk Category	Risk Theme	Risk Description	Inherent Likelihood	Inherent Impact	Inherent Score	Description of Mitigations currently in place	Current Likelihood	Current Impact	Current Risk Score	Further Mitigations/Actions Required
ITP-R010	Prog	Non Delivery	<p>Risk: Non delivery of the organisational restructure by 31st March 2025</p> <p>Cause:</p> <ul style="list-style-type: none"> Quality of SAP data Inconsistencies between SAP & Finance data Capacity of HR & Finance staff Volume and complexity of HR, Finance, Executive & Service Director and DA panel queries Complexity and size of whole organisation redesign Lack of monitoring and oversight of the process Impact of parallel restructuring for LGR and Layers 2&3 Consultation on Layers 4 -6 is delayed beyond September '24. Structure proposals do not meet required reductions and design principles Volume and complexity of consultation responses Tight timelines <p>Consequence:</p> <ul style="list-style-type: none"> Impact on savings delivery for both 24/25 and 25/26 Impact on staff morale and uncertainty could negatively impact service delivery Continued issues with unaligned Finance & HR data Reputational damage 	4	5	20	<p>1) Project plan reviewed daily by the Programme Manager</p> <p>2) Weekly updates on programme performance DA highlighting any early indicators of slippage</p> <p>3) Weekly review of programme performance via the Programme Steering Group</p> <p>4) Enhanced assurance processes in place include:</p> <ul style="list-style-type: none"> a) weekly SME review sessions, b) four weekly DA query review sessions, c) weekly review of comms & engagement plan. 	3	5	15	<p>5) Dedicated resource in place until 30th March 2025</p> <p>TARGET SCORE: 15</p>
ITP-R011	Cross cutting	Ways of Working	<p>Risk Description: Damage to Trade Union relations and risk of industrial action</p> <p>Cause:</p> <ul style="list-style-type: none"> Failure to consult and engage Failure to reach agreement with Trade Unions in regard to approach to workforce changes <p>Consequence:</p> <ul style="list-style-type: none"> Loss of trust Loss of confidence in management 	3	4	12	<p>1) Engagement with Trade Unions on a regularly basis throughout the process</p>	2	4	8	<p>2) Timeline now includes lead in time for sufficient engagement with Trade Unions between Business Case being completed and consultation starting</p> <p>TARGET SCORE: 6</p>

Appendix C – Scope of Improvement & Transformation Programme

Programme	Overview	Deliverables
Organisation Design	This programme will deliver a new organisational design and structure for the Council.	<ul style="list-style-type: none"> • A new vision and strategic design principles as set out in the report to Executive on 6 December 2023 which will be used to support the redesign of our organisation, • A new Target Operating Model which will describe the kind of council we want to be and how we will work, and • A new Council structure top to bottom redesign of the whole organisation.
Workforce	This programme will enable a redesigned and reshaped workforce that is smaller, costs less, is more efficient and productive, and demonstrates a values-led people culture.	<ul style="list-style-type: none"> • A reduction to our pay-bill of c.£49m to help close the 25/26 budget gap whilst minimising the need for compulsory redundancies. Ten pay bill reduction key lines of enquiry are being implemented and monitored including a VR Scheme, robust recruitment and establishment controls, a reduction in agency spend, a reduction of interims and consultants, removal of vacant budgeted posts, and a reduction in management costs through a whole Council restructure. • Values and Behaviours to be understood and embedded through our people management practices - ensuring organisational development basics are in place to improve employee performance, employee engagement and organisational efficiency, • Supporting staff through change - targeted initiatives including various interventions to support employee wellbeing, resilience 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.
Innovation and Change	This programme will bring together innovation and change activity across the whole council	<ul style="list-style-type: none"> • 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.

Programme	Overview	Deliverables
	including Adults and Children's Services transformation programmes.	<ul style="list-style-type: none"> • Property rationalisation – reviewing our assets to support new ways of working and drive more cost-effective use of our buildings.
Partnerships, Devolution and Localities	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.	<ul style="list-style-type: none"> • Partnerships – understanding, rationalising and refocussing how the Council works with partners including Voluntary, Community, Faith and Social Enterprise Sector (VCFSE), NHS and City, Town and Parish Councils. • Devolution – delivering a prioritised programme of devolution activity aimed at sustaining valued local services, mitigating financial challenge and delivering savings. • Localities – comprehensive review of all the ways in which the Council works with and in localities, ensuring future arrangements are streamlined, effective and aligned with organisational design principles and Council priorities.
Savings Delivery Programme	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.	<ul style="list-style-type: none"> • Task and finish reviews and work packages to understand the savings opportunities for each target area within the Council's Financial Strategy. • A framework for identifying, maturing, validating and assuring new savings proposals, ready for decision, on a fluid basis, i.e. throughout the year. • Identification and management of dependencies between new savings proposals and/or existing savings commitments. • Coordination of assurance via subject matter experts to ensure robust assessment of deliverability, risks and impacts of new savings proposals and clarity on decision making requirements. • Proactive assurance, monitoring and tracking of all 24/25 and 25/26 savings delivery.