




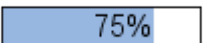
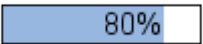
Appendix A – Improvement & Transformation Programme Risk Register – position at 13 November 2024

Improvement & Transformation Risk Register


Generated on: 13/11/2024

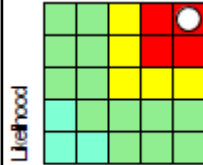
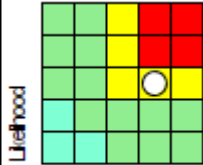
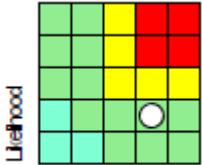


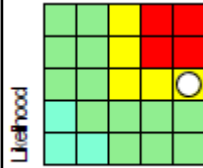
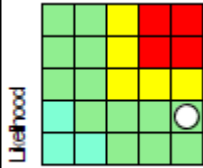
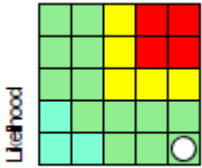

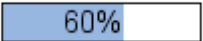
Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0001	Insufficient budget for redundancies	Lack of sufficient funding for the programme and no receipt of the Capitalisation Directive. Insufficient capital receipts.	<ul style="list-style-type: 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	3	5	2	2	Nicola Hix
				20		15		4		
Latest Note:	13 Nov 2024	As per Nicola Hix: Redundancy calculations underway based on those identified in consultation at risk of redundancy and those affected/at risk due to ringfence position. No change to risk score until calculations are finalised.								
Mitigation: Existing Controls in Place										
New Mitigating Actions										
			Progress	Due Date	Latest Note					
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.			100%	27-Aug-2024	28-Aug-2024 A report has been submitted to MHCLG in support of our Capitalisation Directive. The report sets out our Improvement and Transformation Plan but will require updating to incorporate any recommendations identified as part of the external CIPFA (Chartered Institute of Public					

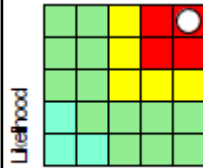
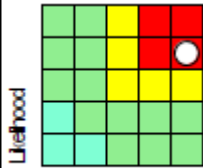
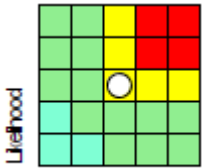


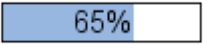
			Finance and Accountancy) assurance review once that review is completed.
Programme Steering Group to regularly review actual receipt and projected quarterly forecast of capital receipts against quarterly profile of redundancy costs, to ensure sufficient budget is available or early escalation of any challenges.	 100%	31-Mar-2025	13-Nov-2024 As per Nicola Hix: PSG track the receipts.
Continue dialogue with MHCLG to ensure progression on the capitalisation directive and the internal and external assurance measures outlined by DLUHC in February 2024, This includes the CIPFA review which is commenced in July 2024.	 95%	31-Mar-2025	13-Nov-2024 As per Nicola Hix: We continue dialogue and are just awaiting the report.
Regular monitoring of the 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.	 90%	31-Mar-2025	13-Nov-2024 As per Nicola Hix: This is being carried out. Capital Receipt balances will be added to the capital monitoring report going to executive too, 90% until embedded.
Ensure progression of action against the approved Strategy in place for disposal of assets to generate capital receipts that could be used via flexible use of capital receipts policy.	 75%	31-Mar-2025	13-Nov-2024 As per Nicola Hix: Updated to 75%
Finance to closely monitor the redundancies, their timing and cost against that forecast, and report regularly to Programme Steering Group.	 80%	31-Mar-2025	13-Nov-2024 As per Nicola Hix: No change, calculations based on consultation document are underway.

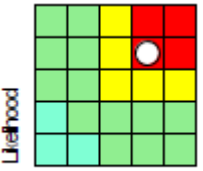
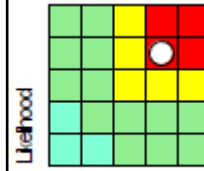
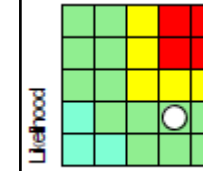
Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0002	Redesign of the Council does not deliver the required workforce savings	<ul style="list-style-type: none"> Quality of blueprints Quality of SAP data Inconsistencies between SAP & Finance 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 	<ul style="list-style-type: none"> Savings requirements are not delivered Further restructuring is required Impact on staff morale 	4	4	3	4	2	2	Alyn Jones
				16		12		4		
				<p style="font-size: small;">Likelihood</p> <p style="font-size: small;">Impact</p>	<p style="font-size: small;">Likelihood</p> <p style="font-size: small;">Impact</p>	<p style="font-size: small;">Likelihood</p> <p style="font-size: small;">Impact</p>				
Latest Note:	12 Nov 2024	The initial validation has demonstrated that the proposed savings deliver approximately £34m of savings. Processes are in place to ensure that any amendments to the proposals can be tracked and the impact assessed. The risk score remains the same due to the complexity of matching the HR validation/mapping exercise with the financial data.								
Mitigation: Existing Controls in Place										
Costings exercise completed before consultation										
Monitoring of process through tracker										
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.										
Clear lines of accountability and responsibility identified for HR and Finance validation process										
New Mitigating Actions			Progress	Due Date	Latest Note					
Clarity on products required to launch consultation (including minimum viable product)			100%	31-Jul-2024	11-Nov-2024 Products have been reviewed and are being tracked weekly against the related activity for the launch of consultation. However, this action does not cover products for the phases that come after consultation. A new action will now be set up to cover clarity on products required for post consultation.					
Regular checkpoints to ensure that prior to consultation, we have hit the required level of savings			100%	30-Sep-2024	20-Sep-2024 20/09: Updated on behalf of Jamie Sellick - Complete. This has happened evidenced by the need to					

			initiate Extraordinary Panel Sessions to identify further savings.
Clarity on products required to deliver consultation, recruitment and appointment phases		15-Nov-2024	30-Oct-2024 28/10 - focus has been on launching formal consultation for 24/10. Now that has happened capacity can be directed to supporting the detailed planning for post consultation phases. Target date moved back to middle of November.

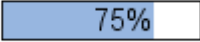
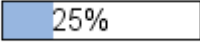
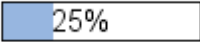
Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0003	Financial savings are counted twice so reducing the actual savings against the bottom line	No joined up financial tracking across all 'savings' activities which means the same savings may be being banked several times (re budget setting and development and validation of these new savings not tracking savings that are already committed)	Less savings achieved than expected.	5	5	3	4	2	4	Alyn Jones
				25		12		8		
										
				Impact		Impact		Impact		
Latest Note:	12 Nov 2024	Process and internal governance is in place to ensure that all savings are validated by the finance team prior to being included in the final financial savings total.								
Mitigation: Existing Controls in Place										
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.										
Alignment with MTFP process to minimise double counting										
New Mitigating Actions			Progress	Due Date	Latest Note					
MTFS new savings proposals assurance process to include specific review to check no double counting against existing or other new savings			<div style="width: 50%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">50%</div>	28-Feb-2025	13-Nov-2024 As per Nicola Hix: Savings have started to come in the Finance MTFP team are checking they are not duplicated. Amended due date in line with February budget setting.					

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0004	Payroll costs continue to increase despite of key lines of enquiry (KLOE) to reduce workforce costs being implemented.	Process, procedures and measure put in place are not followed by Managers.	Pay bill savings not achieved leading to the costs exceeding the available resources resulting in the Section 151 Officer issuing a Section 114.	3	5	2	5	1	5	Dawn Bettridge
				15		10		5		
							Impact	Impact	Impact	
Latest Note:	08 Nov 2024	The workforce programme is on track to deliver £30-£40m of pay bill savings by April 2025 through implementation of a VR scheme a corporate leadership team restructure and a whole Council redesign and restructure. Recruitment and establishment controls continue to restrict non-essential recruitment and other payroll costs including agency staffing is closely monitored.								
Mitigation: Existing Controls in Place										
ELT to act as assurance forum to ensure savings are on target.										
PMO to implement / support in benefits tracking process.										
Data dashboard now in place to evidence and ensure oversight of the data is moving in right direction										
Financial dashboard being produced to demonstrate reduction in pay bill lines of enquiry are resulting in reduced spend for council										
Financial dashboard to be presented to Workforce programme board monthly from October.										
Resources are allocated to provide capacity and capability to deliver a significant workforce programme to reduce paybiill costs by 31.3.25										
New Mitigating Actions				Progress		Due Date		Latest Note		
Design Authority challenge panels scheduled for August 2024 to challenge KLOEs						10-Sep-2024		01-Oct-2024 Replaced by Exceptional Design Panels for 3 weeks in September		
Agreement of aligned establishment list with data definitions (HR & Finance data)						31-Mar-2025		31-Oct-2024 Draft establishment list agreed to enable launch of consultation. Finalised and agreed establishment list with data definitions will be fully implemented by ! April 2025.		

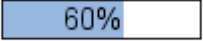
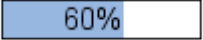
Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0005	Unmotivated workforce	Continued uncertainty for colleagues in level 4-6; whilst some have clarity on likely future following the launch of the consultation period of the restructure, many others remain unsure on their personal and teams' future. This is added to concern to the levels of service teams will be able to offer in the future due to depleted resources.	<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) • Reputational damage • Higher sickness absence 	5	5	4	5	3	3	Clive Mallon
				25		20		9		
							Impact	Impact	Impact	
Latest Note:	11 Nov 2024	Likelihood score has increased this month, this is primarily down to the commencement of restructure consultation; there is a direct impact on motivation as certain colleagues find themselves at risk or in ringfences. Varying support interventions in place.								
Mitigation: Existing Controls in Place										
Supporting People through Change Workstream mobilised focusing on staff personas and providing targeted support to ensure motivation remains										
Regular management and staff briefings.										
Monthly All Staff Q&As led by the Chief Executive.										
Launch of Shout Out Page on Viva Engage set up where staff can recognise and celebrate colleagues/good work										
Survey to benchmark staff wellbeing										
New Mitigating Actions				Progress	Due Date	Latest Note				
Release of Layers 4-6 structure in September to organisation as planned					30-Sep-2024					
Total Reward offers/incentives to remind staff positives/benefits of working for Somerset Council					31-Mar-2025	20-Sep-2024 20/09: Updated on behalf of Jamie Sellick - no movement since last update on 2nd September.				
Dedicated support to different staffing groups					31-Mar-2025	08-Nov-2024 Good progress has been made in with this action. Key Support intervention of 'Planning your Future Roadshows' now underway, other supporting interventions also being well received i.e suite of partner led webinars.				

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0006	Council struggles to recruit and retain required talent and knowledge	<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 	<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 • Reputational damage 	4	4	4	4	2	4	Dawn Bettridge
				16		16		8		
										
Latest Note: 11 Nov 2024 Increased score whilst we progress the Council Restructure programme which will impact on morale, retention and attraction of talent.										
Mitigation: Existing Controls in Place										
Knowledge Transfer and Retention Toolkit launched and in place										
Utilising existing Pay Policies such as recruitment and retention allowances.										
Conducted staff survey to understand how staff feel about working for Somerset Council, results will inform an action plan to address issues raised										
Delivery of Job Evaluation Action Plan										
Launched 'My Conversations' - replacing annual appraisals and promoting regular conversations between staff and line managers about the future										
Recruitment and retention allowance being piloted across the council to mitigate services with hard to fill posts.										
New Mitigating Actions				Progress		Due Date		Latest Note		
Progress pay & grading project to review opportunities with pay and grading for Somerset staff				25%		31-Mar-2025		28-Oct-2024 28/10 - business case drafted and with dawn for review/comment		
Contacting other authorities to ascertain their own approaches to pay and grading to establish benchmark to compare against				100%		31-Mar-2025		28-Oct-2024 28/10 - contact made and insight/intelligence helping to inform business case		
Managing people's exit ensuring it is made pleasant, and using the intelligence from exit interviews to inform retention policies				50%		31-Mar-2025		11-Nov-2024 roadshows have now commenced and additional opportunity to seek feedback from at risks staff to ensure staffs 'exits' are informed by those at risks to reduce negative experience		

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0007	Insufficient resource in Data and Tech skills to deliver requirements of Innovation & Change Programme and DDAT capabilities that enable service redesign and sustainable change	<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. 	<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	4	4	3	3	Sara Cretney
				16		16		9		
				 Lielihood Impact	 Lielihood Impact	 Lielihood Impact				
Latest Note:	13 Nov 2024	Whilst the restructure is live and in consultation phase, the mechanism to put in additional resource is by contracting. This is a short term tactical one off mitigation to address urgent capacity challenge in data engineering and data science. This does not address the backlog or future demand.								
Mitigation: Existing Controls in Place										
12 month DDAT Action Plan developed.										
Regular monitoring via Transformation Board										
New Mitigating Actions				Progress		Due Date		Latest Note		
Develop DDaT Project Register to baseline current position mapping existing Projects (live and pipeline with business cases)				100%		30-Aug-2024		20-Sep-2024 Workshop held on 18 Sept and outcome being presented to Transformation Board on 23 Sept.		
Create a Prioritisation Matrix and approach to be applied across the whole council				75%		17-Jan-2025		30-Oct-2024 Due date amended to 17th Jan in line with the conclusion of Sprint 3, as per Louise Routley. V1 of the		

			matrix is complete as Rach has advised however the approach being applied across the whole organisation is still to be developed which will be completed in subsequent sprints.
Increase digital, data and technology resource levels		31-Jan-2025	13-Nov-2024 Whilst the restructure is live and in consultation phase the mechanism to put in additional resource is by contracting. Short term tactical one off mitigation to address urgent capacity challenge in data engineering and data science. This will not address the backlog or future demand.
Identify alternative sources of funding		31-Jan-2025	NEW: Added 13-Nov-2024
Identify alternative resource models		31-Jan-2025	NEW: Added 13-Nov-2024

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0008	Insufficient resource to deliver business as usual (to the same standard) following permanent exit of resource	Permanent exit of people through voluntary and compulsory redundancy reducing head count.	<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	3	4	2	3	Alyn Jones
				16		12		6		
				Impact		Impact		Impact		
Latest Note:	12 Nov 2024	Risk score remains the same. Services will be provided with Q2 performance and can raise any new service performance concerns through this process. In addition levels of absence will also be considered in the review of this risk.								
Mitigation: Existing Controls in Place										
Manage voluntary redundancy with phased exit, e.g. Knowledge retention toolkit										
New Mitigating Actions			Progress		Due Date		Latest Note			
Review corporate priorities with members					29-Nov-2024		31-Oct-2024 Work continues on the review which is dependant on the outcome of consultation and the potential services changes and impacts.			
Understand impacts of organisational change by reviewing service standards and performance with SDs and ensure appropriate decisions taken where required					31-Jan-2025		31-Oct-2024 Service Directors that identified where the new structure design would have service impacts or require changes are developing EIA's with a deadline of 4 November. These draft EIA's will be shared in November with internal stakeholders for feedback as part of consultation. Following the closure of consultation the EIA's and associated public consultation (where applicable) would be completed.			
Strategic approach to prioritisation and resourcing to effectively sequence and execute change					31-Jan-2025		31-Oct-2024 Prioritisation Matrix and Approach is being developed iteratively. A proof of concept has been tested by the DDaT team and feedback sought from Service Directors. The next steps to further test with the organisation so that the approach can be adopted in line with the conclusion of the restructure.			

Manage compulsory redundancy with phased exit, e.g. knowledge retention toolkit		31-Mar-2025	11-Nov-2024 Knowledge Retention and Transfer toolkit in use.
Defining council priorities and associated business plan		31-Mar-2025	20-Sep-2024 Corporate priorities being used to develop delivery plan.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0009	Excessive loss of staff with talent and organisational knowledge	People leave the organisation ahead of the process or without proper handover. Launch of draft proposed structure creates anger/resentment and increases likelihood of staff impacted or at risks with talent/knowledge leaving through pre 1st April as they do not like their role in new authority or are at risk of redundancy.	<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	5	5	2	3	Dawn Bettridge
				25		25		6		
Latest Note:	08 Nov 2024	Labour Turnover is 17.5% based on a rolling 12 months FTE leavers (@October 2024) - Turnover is expected to be high and increasing as a result of VR leavers and Compulsory Redundancies. We are also utilising recruitment and retention allowances to retain and attract talent into hard to fill essential roles. The Knowledge Transfer and Retention toolkit is supporting the retention of organisational knowledge.								
Mitigation: Existing Controls in Place										
Knowledge Transfer and Retention Toolkit launched and in place										
VR exits will be phased between May and November 2024 to enable sufficient handover and knowledge capture.										
Release of draft structure gives assurance to high percentage of workforce										
New Mitigating Actions				Progress		Due Date		Latest Note		
Continued promotion of the Knowledge Transfer toolkit managed through central comms plan				80%		31-Mar-2025		16-Sep-2024 Good progress has been made with this action. All of those taking Voluntary Redundancy and their paired Service Directors have been directly emailed with the links to the Knowledge Transfer toolkit. The leavers checklist has been amended to include the relevant links and prompts for employees to complete the tasks ahead of leaving the organisation. A new area on SharePoint also exists to house all the information.		
Managers guidance to support managers who have staff leaving the authority				75%		31-Mar-2025		16-Sep-2024 Information continually provided to managers to ensure they're aware of the responsibilities prior to a colleague leaving the organisation. This information will develop over time based on the method in which a colleague is leaving - i.e. additional information will be given to those that have compulsory redundancy leavers.		

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0010	Non delivery of the organisational restructure by 31st March 2025	<ul style="list-style-type: none"> Inconsistences 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 	<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	3	5	2	2	Alyn Jones
				20		15		4		
				<p>Lielihood</p> <p>Impact</p>	<p>Lielihood</p> <p>Impact</p>	<p>Lielihood</p> <p>Impact</p>				
Latest Note:	12 Nov 2024	Current risk score remains the same due to the uncertainty associated with the feedback that may be received during staff consultation. Measures have been put in place to enable ongoing review of consultation feedback to assist in the management of the volume and complexity should this arise.								
Mitigation: Existing Controls in Place										
Project plan reviewed daily by the Programme Manager										
Weekly updates on programme performance DA highlighting any early indicators of slippage										
Weekly review of programme performance via the Programme Steering Group										
Enhanced assurance processes in place include: weekly SME review sessions										
Enhanced assurance processes in place include: four weekly Design Authority query review sessions										
Enhanced assurance processes in place include: weekly review of comms & engagement plan										
New Mitigating Actions			Progress	Due Date	Latest Note					
Validation of data to be carried out by Finance team			<div style="width: 85%; background-color: #4f81bd; color: white; text-align: center;">85%</div>	16-Jan-2025	28-Oct-2024 Validation of data has been completed prior to launch of consultation with savings identified within the					

			threshold. Further validation of data will be required post consultation, due to potential changes with the structure being made.
Dedicated Finance and HR resource in place until 30th March 2025	<input type="text" value="50%"/>	31-Mar-2025	11-Nov-2024 Detailed resource planning beyond consultation still to take place. Reallocation of existing resources to ensure delivery.

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0011	Damage to Trade Union relations and risk of industrial action	<ul style="list-style-type: none"> Failure to consult and engage Failure to reach agreement on the VR scheme/CR details in regards to criteria/approach 	<ul style="list-style-type: none"> Loss of trust Loss of confidence in management 	3	4	1	4	2	3	Dawn Bettridge
				12		4		6		
Impact	Impact	Impact								
Latest Note:	31 Oct 2024	VR scheme is completed. Council Restructure consultation is within a 45 day formal consultation period from 24/10 - 7/12/24 Annual Pay Award for NJC staff has been agreed nationally.								
Mitigation: Existing Controls in Place										
Engagement with Trade Unions on a regularly basis throughout the process										
Timeline now includes lead in time for sufficient engagement with Trade Unions between Business Case being completed and consultation starting										
New Mitigating Actions			Progress		Due Date		Latest Note			
As part of the informal engagement. have agreed to share the 'material' with TUs in advance of staff and members.			100%		01-Oct-2024		01-Oct-2024 Functional Structures sent by email to TUs on 30/9 prior to engagement launch on 2/10			
As part of formal consultation, we will share the consultation material a week in advance of sharing with staff and managers to ensure they are comfortable with what's being presented before formal consultation can commence			100%		23-Oct-2024		28-Oct-2024 consultation material was shared with TUs on 17/10 and then again on 23/10 before formal launch on 24/10.			

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0013	Devolution to City, Town and Parish Councils programme does not have a sufficient number of lead officers with the required knowledge and experience to lead devolution projects	<ul style="list-style-type: none"> Knowledgeable and experienced staff leaving the organisation due to VR/CR Knowledge transfers not taken place 	<ul style="list-style-type: none"> Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible Failure to deliver related financial savings Reputational damage Loss of services and assets locally Unable to progress tranche 2 and complete tranche 1 	5	5	4	5	2	4	Sara Skirton
				25		20		8		
				<p>Liability Impact</p>	<p>Liability Impact</p>	<p>Liability Impact</p>				
Latest Note: 25 Oct 2024 • Risk reviewed - no change to overall scoring.										
Mitigation: Existing Controls in Place										
Knowledge transfers taken place										
Upskilling of remaining staff to replace those leaving										
New Mitigating Actions			Progress	Due Date	Latest Note					
Reduce single points of failure through resourcing plans and gain identified lead officers for allocation to projects.				31-Mar-2025						
Develop clear processes and policies based on best practice to alleviate the workload required by building on what work has come before.				31-Mar-2025						

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0014	Devolution to City, Town and Parish Councils process does not have sufficient draw on resources in key service areas (such as Assets, Legal etc.) to support and deliver the programme	<ul style="list-style-type: none"> Lack of sufficient resource in key supporting services Competing priorities for subject matter expert capabilities. 	<ul style="list-style-type: none"> Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible. Failure to deliver related financial savings. Reputational damage Loss of services and assets locally Unable to progress tranche 2 and complete tranche 2 	5	5	4	5	3	3	Sara Skirton
				25		20		9		
				Impact		Impact		Impact		
Latest Note:	25 Oct 2024	Risk reviewed - no changes to overall scoring								
Mitigation: Existing Controls in Place										
Dedicated resources to deliver in flight projects										
600k EMR strategically utilised to fund additional resource										
Local service agreements around prioritisation of competing workloads										
New Mitigating Actions			Progress		Due Date		Latest Note			
Clearer formal prioritisation of devolution activity over other work			0%		31-Mar-2025					
Resourced pipeline allowing for clear articulation of required resources and timescales			15%		31-Mar-2025					
Additional prioritised draw on the 600K EMR			50%		31-Mar-2025					

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner	
				L	I	L	I	L	I		
ITP0016	Devolution to City, Town and Parish Councils process does not have sufficient project management resource capacity to assist the lead officers to support and deliver the programme.	<ul style="list-style-type: none"> Lack of resource assigned to deliver the devolution programme. Competing priorities for project management capabilities. 	<ul style="list-style-type: none"> Devolution programme is ineffective, inefficient and fails to deliver the best outcomes possible. Failure to deliver related financial savings. Reputational damage Loss of services and assets locally Unable to progress tranche 2 and complete tranche 3 	5	4	4	4	3	3	Sara Skirton	
				20		16		9			
Latest Note:	25 Oct 2024	Action in place to mitigate utilising ear marked reserve - however currently no changes to overall scoring									
Mitigation: Existing Controls in Place											
Dedicated resources to deliver in flight projects.											
600k EMR strategically utilised to fund additional resource.											
New Mitigating Actions			Progress	Due Date	Latest Note						
Clearer formal prioritisation of devolution activity over other work			<input type="text" value="0%"/>	31-Mar-2025							
Resourced pipeline allowing for clear articulation of required resources and timescales			<input type="text" value="15%"/>	31-Mar-2025							
Additional prioritised draw on the 600K EMR			<input type="text" value="50%"/>	31-Mar-2025							

Ref	Risk Description	Cause	Consequence	Inherent score		Current score		Target score		Risk Owner
				L	I	L	I	L	I	
ITP0017	Somerset Council is unable to deliver the desired outcomes of the devolution to City, Town and Parish Councils programme	<ul style="list-style-type: none"> Devolution process is inefficient The approach to devolution is not joined up or managed across functions adequately Insufficient organisational prioritisation Lack of strategic aims for devolution and localisation 	<ul style="list-style-type: none"> Failure to deliver related financial savings. Reputational damage Loss of services and assets locally Failure of delivery of key aims Missed opportunities 	5	4	4	4	3	3	Sara Skirton
				20		16		9		
				Liability	Liability	Liability				
				Impact	Impact	Impact				
Latest Note:	25 Oct 2024	Risk reviewed - no changes to overall scoring								
Mitigation: Existing Controls in Place										
Ongoing review by service directors and devolution working group										
New Mitigating Actions			Progress	Due Date	Latest Note					
A clear strategic agreement around devolution and localisation of services			<input type="text" value="0%"/>	31-Mar-2025						
'Boilerplate' agreed T&Cs for devolution types e.g. Open Spaces to aid delivery and reduce admin costs			<input type="text" value="10%"/>	31-Mar-2025						
Agreed clear devolution programme and related policy decisions to establish the future for asset and service delivery			<input type="text" value="10%"/>	31-Mar-2025						

Appendix B – 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 staffing and 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, outplacement 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.