

## **Future Guildford –Blueprint Risk Assessment**

For the last 8 years, local authorities have been very much at the centre of the austerity programme, bearing a greater share of financial savings than any other part of the public sector. Guildford is no different and while we have always been financially prudent, we are looking at increasing budget deficits currently £8.5m. This, and the added uncertainty over future government funding, means that we now have little option except to make choices to meet the budget deficit. The question for senior management and members was do we cut back our priorities in the Corporate Plan, do we cut back services or, do we become proactive and innovative in what we do and how we do it to meet community needs and expectations.

There are a number of different options to consider but given the advances in technology and changes in customer and resident behaviour we can now deliver services in a way that was not possible five to ten years ago. However, to exploit these opportunities to their full potential, we cannot just bolt them onto existing business and service delivery models. Instead, the whole business and operating model has to be reviewed and transformed if the full benefits are to be realised for the organisation and the customer.

The Council has for several years carried out Lean and Fundamental service reviews with mixed success. This is partly due to some resistance to change but in large part it was because they were done in isolation. The blueprint and business case for this work has been developed through a partnership between the Council, Ignite, and staff at all levels. This project aims to transform Guildford Borough Council through a portfolio of transformation projects and initiatives.

The objectives and benefits of this programme are:

- Service standards which aim to be the best we can achieve and are informed by customers' needs and feedback
- Customer service processes which are effective and efficient; first point of resolution and elimination of duplication
- Top quality information about customer services which informs users of the services, those delivering the services and Councillors as policy makers
- Internet services which people want to use as a first preference because they are quick, easy and let customers track their requests
- Services which not only deliver immediate needs but demonstrate and promote what the Council offers and how well it achieves this
- Financial year on year savings

The expected benefits for the Council, our residents and customers are:

- Help us understand our customers better and redesign services to meet their needs
- Help to deliver the Council's efficiency targets
- Create and implement new ways of working across the Council
- Realise the benefits of state-of-the art technology and systems
- Deliver a 'once and done' approach wherever possible
- Customers have more choice around how they interact with us
- Customers will be able to serve themselves, 24/7, at a time and place that suits them
- Maximising first time resolution will mean that customers have their enquiries resolved sooner, at the first point of contact
- By regularly gathering and using information about our customers and how they wish to access services, means that we will continually improve what we do, whilst making sure that channels are accessible and relevant to all
- Building staff capacity, capability, behaviours & resilience to offer seamless services in a way that is appropriate to each customer

- Closer working with our partners, working together across organisations so that customers experience seamless, high quality services irrespective of who is delivering them

The Future Operating Model (FOM) provides the road map of how we deliver services to customers and how the customer will interact with the council. It provides the rationale for how the work is done and what types of roles are required to deliver the work. The business case generates the required numbers for each role to deliver the services required. The organisational model provides an internal framework for how the council organises itself to deliver the operating model. This organisational model sets out where the work gets done, and by how many of each role. This drives analysis of the spans of control, levels of seniority within roles and management structures required to deliver the model. Inherently there will be choices the Council will need to make within the organisational model that will require iteration during implementation.

At all times during the process, it has been very much the Guildford model. We have worked closely with Ignite and used their experience and expertise to produce the business case and Blueprint but the FOM is very much led and will continue to be led by the Managing Director to ensure that it reflects the Council's priorities and ambitions. The priorities we set out were to:

- Focus on the customer experience
- Redesign processes around the ideal customer journey
- Tell customers what to expect and keep them up to date along the way
- Make processes digital by default, but with alternative access channels where appropriate
- Address issues at first point of contact
- Collect information once, and only if we actually need it
- Move as much work forward, to self-serve or customer facing roles as possible
- Move work quickly and easily around the organisation by using workflows and automated process prompts
- Automate controls within processes to ensure compliance
- Measure performance as part of the process/workflow to drive improvements
- Manage customer capability to enable customers to do more for themselves
- Manage customer demand to prevent and shape demand where appropriate
- More integrated advice, workflow and data to drive customer service efficiency and effectiveness in leaner processes
- Better utilisation of specialists to manage challenging cases and sign off case work
- Developing professionals with the skillset to deliver high volume throughput of case management activity

The implementation plan is designed to run in major phases some in parallel. This approach is intended to drive standardisation across projects within the phases with a common set of deliverables. Phasing in this way will also ensure a smooth transition to ways of working in customer service, case management and locality working. The phased approach provides a number of benefits:

- Reduces reputational risks by transforming services that interact with the internal customer first, learning lessons for these phases before moving onto areas of the council that impact directly on the customer
- Transformed support service functions will be better equipped to support the remainder of the organisation as it moves through its own transformation
- Delivers key technology components and allows concepts to be thoroughly proven before they are rolled out across the wider organisation
- Builds the structures around customer interaction that will support the other phases of the programme in delivering the customer enabling functions required to drive efficiencies and channel shift.

In creating the implementation plan for this significant change programme, we will consider risks at both the programme and service level. Priority programme risks with associated mitigation actions and owners are summarised in the table below:

Key

Risk High		Risk High/Medium		Risk Medium	
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Risk	Rating	Mitigation	Owner
Loss of key people and organisational knowledge and expertise		Talent Management plan to identify key people and knowledge and put measures in place to retain these key staff	Directors Francesca Smith (HR)
The total predicted savings will not be realised		The project sponsor is accountable for delivering the efficiencies that drive the savings across the Council. Directors and managers will own and take responsibility for delivering the predicted benefits from their area. The Programme Manager will escalate issues with Benefits Realisation as they arise with the Programme Board Progress and benefits will be reported on a monthly basis throughout the programme to the Programme Board	Leader of the Council Managing Director Directors/CFO Service Leaders Programme Board
Not having the right skills and capacity to deliver projects within timescales		Procure specialist resources for the project timeline. Clearly defined project targets. Robust project management. Potential costs already factored into the implementation plan	Programme Manager Lead Project Managers HR CFO
Reduced Performance in key services		Develop departmental risk registers to identify and manage specific service transition risks. These risks will be agreed with Directors and the Board and will drive key considerations in the implementation plan Communication plan to set out key phases and timelines	Directors Service Leaders Programme Board Project leads HR Head of Comms

Risk	Rating	Mitigation	Owners
The organisation will have less capacity to deliver post implementation		<p>New approach to delivery supported by technology, simplified processes and more self-service enables the Council to deliver 'more for less'</p> <p>Introduction of more generalist customer service, local delivery and case management teams gives a more flexible capacity to deliver current priorities</p> <p>We expect to be clearer on what the priorities of the Council are to ensure that we measure and manage performance focussed on these priorities</p> <p>Transition project planning. Key Performance Indicators and monitoring.</p> <p>Escalation of service issues to Board and CMT</p>	<p>Managing Director</p> <p>Directors</p> <p>Service Leaders</p> <p>Team Leaders</p> <p>Programme Board</p> <p>Project leads</p> <p>HR</p>
Programme costs will exceed the current forecasts		<p>Programme costs vs forecasts will be monitored by the programme board on a monthly basis</p> <p>Where appropriate fixed price delivery contracts will be negotiated with suppliers</p>	<p>Programme Board</p> <p>Manging Director</p> <p>CMT</p> <p>HR</p>
Slippage / delay/failure in both delivering and Implementing the new ICT infrastructure		<p>The delivery and implementation plan will be subject to robust project management. Progress will be carefully monitored with sufficient testing undertaken before live operations.</p> <p>A review of in-house skills will be carried out and where necessary we will buy in specialist technical expertise and other resource requirements to deliver the project.</p>	<p>Programme Board</p> <p>Manging Director</p> <p>CMT</p> <p>HR</p> <p>Head of ICT</p> <p>Project Lead</p> <p>ICT specialist staff</p>
Managing staff morale/dip in productivity during transition		<p>Good lines of communication both corporately and through service managers.</p> <p>Increased role of HR and O&amp;D in working with and supporting staff through this period</p>	<p>Managing Director</p> <p>Directors</p> <p>HR/O&amp;D</p> <p>Head of Comms</p> <p>Service Leaders</p> <p>Team Leaders</p>

Risk	Rating	Mitigation	Owners
Risk of staff behaviours resulting in challenge/ tribunals/grievances		Good lines of communication both corporately and through service managers. Increased role of HR and O&D in working with and supporting staff and managers through this period Review of HR policies by external specialist to ensure they are current and fit for purpose. Temporary appointment of HR specialists to support the in-house team and to deal with HR issues during the transition period Communication with UNISON at key stages in the project	Managing Director Directors Head of HR/O&D Head of Comms Service Leaders Team Leaders External HR specialists UNISON
Public not able to access or participate in self-service		Identify potential vulnerable and hard to reach groups with individual services. Publicity promoting services and alternative methods of contact. CSC will triage and assist those members of the public who cannot self-serve	Service Leaders CSC Manager CSC
On-going political support		Communication with and involvement of the Leader of the Council, Executive and Leaders of the political groups. Presence on the Programme Board and regular monitoring reports on current status of individual work streams	Leader of the Council Group Leaders Executive Managing Director Programme Board Project Leads Comms
Surrey County Council Impact and uncertainty over future SCC services and funding streams		Keep channels of communication open between GBC and SCC including Members/Managing Director/ Directors and staff . Keep channels of communication open between GBC and other Surrey authorities including Members/Managing Director/ Directors and staff . Identify potential service threats and opportunities either alone or in partnership with other Councils arising from future SCC decisions Continue to review the impact on services of known SCC and future funding decisions	Leader of the Council Executive Members Managing Director Directors Service Leads Partners

These are high level risks and each of the work packages contained in the implementation plan will be subject to individual specific risk assessments, which will be monitored and reported to monthly programme management meetings and where appropriate will be escalated to the programme board.