| Channels of Change Risk Assessment | | | | |
|---|---|---|---|---|
| Risk | Rating | Risk Description | Mitigation | Owner |
| The total required savings from Channels of Change will not meet the funding gap | | The Channels of change programme has worked with a number of projects and although recommendations have been made, the savings have not been delivered by the services and so will not meet the funding gap. | Need to take a corporate and strategic view on services, how they are delivered and how the structure of the Council will need to change and improve to meet both budgetary pressures and customer expectations | Leader of the Council Managing Director Directors/CFO Service Leaders Programme Board |
| The potential service efficiencies will not be identified and delivered | | The channels of change programme include both lean and fundamental service reviews. They are of their nature service specific and this silo approach does not identify the opportunities for cross-service efficiencies and savings, which could be achieved through looking at better corporate structures and eliminating duplication within departments. Therefore, the full economies and efficiencies are not being realised. | Need to break down the silo working which is stifling change and identify a strategic programme of service efficiencies. This will mean looking at service processes across the Council rather that service areas. This will identify duplication and increase the potential for service efficiencies and savings. | Programme Manager Lead Project Managers HR CFO |
| Failure to deliver improved quality of service to customers | | The customer experience is different within different departments and the experience tends to be service centric rather than customer centric. Any FSR or Lean review would address this at a service level but because of the silo working, they would not resolve the inconsistent standards and attitudes across all services. This could lead to unsatisfactory customer experience, reputational damage, complaints and the inability to capitalise on cross service efficiencies. | Introduce real self-service and channel shift., integrate technology platform systems and workflow Increase mobile working for more efficient front line services Introduce a CRM for a single view of the customer Introduce and monitor corporate customer service standards Migrate shadow customer services teams into the Central Customer Services section to make one point of contact | |
| Failure to deliver quickly and | | The fundamental service reviews and lean reviews can take many months to deliver | Agile working on all projects with a focus on results. Having the right people with the right | |

| | | | | |
|---|---|---|---|---|
| efficiently members priorities | | depending on the size of the service and the lack of buy in and impetus from staff.   This  is an obstacle to improving services | skills and right attitude on the delivery teams. | |
| ICT structure | | Silo working means that there is no integrated technology platform.  Different services have different platforms and overall there is no genuine self-serve for the customer.  THE FSRs and lean reviews will identify ICT improvements and efficiencies but attempts to introduce corporate systems to replace service processes have been met with resistance and a reluctance to change or implement in a timely manner.  The silo working stifles change and prevents new and more efficient business processes being introduced | Integrated technology platform Standardised corporate systems | Directors Service Leaders Programme Board Project leads HR Head of Comms |
| Staff engagement, delivery and behaviours | | Change management whether an FSR or Lean review includes staff and service managers in the process.  The level of engagement and readiness for change varies across departments and is a barrier to delivering the organisational change, savings and business efficiencies that are required by the Channels of Change programme.  This is both a cultural and behavioural problem, which is not helped by the departmental silo working mentality, which can result in competing service priorities and are not delivering corporate priorities and objectives.  The barriers to change are: <br>• The limited understanding of the change and its impact. <br>• negative employee attitudes. <br>• failure to involve employees in the change process. | Although the service reviews involve staff at every stage are carried out with the staff we have encountered resistance to organisational culture shift.  We need to break down the silo working mentality and this will mean involving staff at all levels and all services to look at synergies in processes and structures.  Strong management support is essential to the success of any change management programme otherwise any review will fail to deliver the required objectives and savings. | Programme Board Manging Director CMT HR |

| | | | | |
|---|---|---|---|---|
| | | • poor or inefficient communication.<br>• resistance to organisational culture shift.<br>• lack of management support for the change | | |
| Slippage / delay/failure in both delivering and Implementing recommendations | | This is a real risk and experience in delivering the recommendations from service reviews has highlighted that there is an issue for the Council on how we manage and implement change. The service and lean reviews have not delivered the projected savings due to a number of issues including, staff attitudes, resistance within the services to change the status quo, protectionism and no imperative to change. | Strong management support and robust project management with agreed deliverables and KPIs | |
| Ability to deliver change | | Breaking down silos and changing the culture of the organisation cannot be achieved through the current channels of change programme. It requires a broader more strategic and corporate programme. The piecemeal approach has not delivered the savings and services have not embraced the need to change. There are increasing financial pressures which are driving the change agenda but the challenge is to deliver savings with improved customer service. The current channels of change cannot deliver that within the timescale required and we need to look at our skills base and current resources if we are to make major changes in the timescale required | Need to address the skills and resource issues to deliver t | |