

PART I

South Lakeland District Council
Audit Committee
Thursday, 19 November 2020
Customer Connect Programme Management

Portfolio:	Housing and Innovation Portfolio Holder
Report from:	Director of Strategy, Innovation and Resources
Report Author:	Sarah Berry – Performance, Innovation and Commissioning Specialist
Wards:	N/A
Forward Plan:	N/A

1.0 Expected Outcome

1.1 The committee is informed on the contents of the Customer Connect Risk Register.

2.0 Recommendation

2.1 It is recommended that the committee notes:-

(1) the closed down report on the programmes risk register (Appendix 1)

(2) the Innovation & Improvement Risk Register (Appendix 2)

3.0 Background and Proposals

3.1 Following the approval of the Customer Connect People Business Case in July 2018, members of this committee have received quarterly updates on the risks, issue and the overview of spend relating to the Customer Connect Transformation Programme.

3.2 In March, at the beginning of the Covid-19 pandemic, members received a position statement on the status of the Customer Connect Transformation Programme. The workstream activity relating to transition and change & engagement was paused whilst the service redesign and digital development work continued.

3.3 In July the Customer Connect Steering Group approved a change in the programme's governance. The new governance arrangements have been agreed following the implementation of the new operating model and the identification of the salary savings outlined in the Customer Connect business case.

3.4 It is recognised that there is outstanding programme activity, which was partly paused due to the COVID-19 pandemic, and future innovation activity still to be delivered. However, it is appropriate that the scale of the mechanisms of a full transformation programme are reduced. The move to the new governance arrangements ensures that continuous improvement is a focus for the organisation.

3.5 An Innovation and Improvement Group has been established and will be responsible for providing assurance to workstream leads and will be a forum for resolving risks. The group's full context and responsibilities are outlined in Appendix 1. The Group will remain subject to Cabinet member oversight.

- 3.6 In April the planned Audit Committee was cancelled due to the Covid-19 pandemic. At the time of April's committee there were 28 outstanding risks on the register.
- 3.7 The Customer Connect risk register has been reviewed and a number of risks have been closed. Appendix one includes information on each of the risks and an update as to why they have been closed.
- 3.8 There are 10 risks which remain open. All are below the line of appetite. The risks relating to the change and engagement, transition and digital workstreams will be managed by the new Innovation and Improvement Group and can be viewed in Appendix 2.
- 3.9 The outstanding risk relating to the places workstream will be managed through the construction contract's management and through the capital programme.
- 3.10 In light of the Covid-19 pandemic, arrangements were made to carry forward the remaining training and external budgets until it is safe to resume training sessions with staff and onsite workshops with the consultants. Training and development has been resumed, working in a virtual environment.
- 3.11 The remaining spend is being reviewed to support continued innovation activity.

4.0 Consultation

- 4.1 The programme's risks were monitored weekly through the Programme Board. Workstream leads escalated risks through this forum to the Programme Manager and the Customer Connect Assurance Group.
- 4.2 The Steering Group had overall responsibility for the programme and receive monthly updates on risks which exceed the risk appetite line.
- 4.3 Going forward, the Innovation and Improvement Group will be responsible for providing assurance to workstream leads and will be a forum for resolving risks relating to innovation activity.
- 4.4 A Steering Group with Cabinet representation will continue to operate and have responsibility for continuous improvement activity and will be notified and updated on future risks which exceed the line of appetite.
- 4.5 The Specialist for Innovation will work with workstream leads to identify changes in their workstream risks. They will monitor risks against the programme plan and forecast whether the likelihood and impact of risks will affect implementation.
- 4.6 Any future budget(s) for continue improvement works will be reported on at the Innovation & Improvement Group, whose membership includes the Lead Specialist for Finance.

5.0 Alternative Options

- 5.1 No alternative options – Audit Committee requires that risk management and budget monitoring arrangements are an effective element of programme management.

6.0 Links to Council Priorities

- 6.1 The Customer Connect Programme links to the council plan objectives of delivering excellent value-for-services and empowering people by listening to our customers and our employees their ideas and comments will help us make improvements to customer service and workforce development.

7.0 Implications

Financial, Resources and Procurement

7.1 There are no financial or resource implications in updating Audit Committee on the programme's risks or budget and spend. It should be noted that those risks relating to financial issues and the programme's budget and spend are considered as part of the Council's Medium Term Financial Plan, budget preparation and monitoring process.

Human Resources

7.2 There are no human resource implications in updating Audit Committee on the programme's risk or budget and spend activity.

Legal

7.3 There are no legal implications in updating Audit Committee on recent programme management activity.

Health, Social, Economic and Environmental

7.4 Have you completed a Health, Social, Economic and Environmental Impact Assessment? No

7.5 Programme management arrangements underpin Health, Social, Economic and Environmental objectives. Therefore there is no requirement to carry out a Health, Social, Economic and Environmental Assessment.

7.6 Summary of health, social, economic and environmental impacts: None.

Equality and Diversity

7.7 Have you completed an Equality Impact Analysis? No

7.8 The wider Customer Connect Programme has an Equality Impact Assessment.

Risk

Risk	Consequence	Controls required
The risks are not captured or reviewed.	The risks are not up to date or monitored leading to impact on the delivery of the programme.	Risk mitigations are reviewed weekly by the Programme Board. There is a robust escalation procedure in place to as part of the programme's governance.
The risk mitigations aren't actions.	The risks are not reduced or increase and impact on the programme's delivery against cost, quality and time.	Actions to mitigate risks are recorded in the programme management software (Teamwork) and these are monitored and reported on as part of weekly Programme Boards.

Contact Officers

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Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Customer Connect Risk Register Report
2	Innovation & Improvement Risk Register

Background Documents Available

Name of Background document	Where it is available
Audit Committee Minute AUD/13	Customer Connect Programme
Council Minute C/26	Customer Connect Programme Business Case

Tracking Information

Signed off by	Date sent	Date Signed off
Section 151 Officer	07/10/2020	19/10/2020
Monitoring Officer	07/10/2020	09/10/2020
CMT	N/A	

Circulated to	Date sent
Lead Specialist	07/10/2020
Human Resources Lead Specialist	07/10/2020
Communications Team	N/A
Leader	N/A
Committee Chairman	21/10/2020
Portfolio Holder	14/10/2020
Ward Councillor(s)	N/A
Committee	19/11/2020
Executive (Cabinet)	N/A
Council	N/A