

**South Lakeland District Council**  
**Audit Committee**  
**Thursday, 22<sup>nd</sup> April 2021**  
**Customer Connect Programme Management**

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<b>Portfolio:</b>	Housing and Innovation Portfolio Holder
<b>Report from:</b>	Simon Rowley – Director for Customer and Commercial Services
<b>Report Author:</b>	Sarah Berry – Specialist
<b>Wards:</b>	Not Applicable
<b>Forward Plan:</b>	Not Applicable

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**1.0 Expected Outcome**

1.1 The committee is informed of the progress relating to the Customer Connect Transformation Programme.

**2.0 Recommendation**

**2.1 It is recommended that the committee notes:-**

**(1) the Work stream Note in Appendix 1**

**(2) the Risk and Issue Register (Programme Workbook) in 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 January 2020 the implementation of the new operating model was completed with staff in phase two beginning the transition into their new roles. The implementation of the new operating model ensured the realisation of the salary savings outlined in the Customer Connect business case.

3.3 In March 2020, 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.

3.4 In November 2020 the committee received an update on the new governance arrangements and the remaining risks. Whilst it was recognised that there was outstanding programme activity (which was partly paused due to the COVID\_19 pandemic) and future innovation activity to deliver, the mechanisms of a full transformation programme were no longer required by the organisation.

3.5 Since the November committee the governance arrangements have been refined and a weekly Customer Connect Transition Group has been implemented. The meeting is dedicated to providing a focus and impetus to the outstanding Customer Connect transition activity and is attended by the leadership team and workstream owners. The Steering Group has also recommenced with Cabinet Members and

Leadership Team, to discuss the risks, issues, overall progress of the programme and key communication messages to be relayed.

- 3.6 The workstream note outlines the progress made in the digital, people and process workstreams. It highlights the digital successes achieved over the last year and the planned work to resume transition activity.
- 3.7 In relation to the programme's risks, nine risks remain open, one is above the line of appetite and eight are below. The risks relating to the people and digital workstreams will be managed at the weekly Transition Group.
- 3.8 There are four issues on the issue log, two are currently open but are scored below the line appetite with resolutions in place.
- 3.9 The next update to the committee will be in six months, followed by a final programme close down report in March 2022 and will highlight the benefits the programme have delivered.

#### **4.0 Consultation**

- 4.1 The programme's risks will be monitored through the weekly transition group .
- 4.2 The Steering Group continues to have overall responsibility for the programme and receive monthly updates on risks which exceed the risk appetite line. The Steering Group has Cabinet representation and will be notified and updated on future risks which exceed the line of appetite.
- 4.3 The Programme Office 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.

#### **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-money-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 arising from this report.

##### **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

Sarah Berry (Specialist)

[sarah.berry@southlakeland.gov.uk](mailto:sarah.berry@southlakeland.gov.uk)

### Appendices Attached to this Report

Appendix No.	Name of Appendix
1	<a href="#">Customer Connect Programme Workstream Note</a>
2	<a href="#">Customer Connect Programme Workbook</a>

### Background Documents Available

Name of Background document	Where it is available
Audit Committee Minute AUD/13	<a href="#">Customer Connect Programme</a>
Council Minute C/26	<a href="#">Customer Connect Programme Business Case</a>
Audit Committee Minute AUD/26	<a href="#">Customer Connect Programme</a>

### Tracking Information

Signed off by	Date sent	Date Signed off
Legal Services	06/04/2021	06/04/2021
Section 151 Officer	06/04/2021	12/04/2021
Monitoring Officer	06/04/2021	06/04/2021
CMT	N/A	

<b>Circulated to</b>	<b>Date sent</b>
Lead Specialist(s)	31/03
Human Resources Lead Specialist	31/03
Communications Team	N/A
Leader	N/A
Committee Chairman	
Portfolio Holder	31/03
Ward Councillor(s)	N/A
Committee	22/04
Executive (Cabinet)	N/A
Council	N/A