

Transformation- a review of to what extent the outcomes were achieved – final report.

1. Background

At the extraordinary meeting of Council held 9 August 2018, a Blueprint for Transformation was set out by Consultants Ignite and agreed by Members.

There were seven work packages that defined the Transformation programme at Maldon District Council with outcomes underneath each of these. These informed the wider budget framework and savings targets.

The governance for the Transformation programme was set out that:

- Programme manager in post to manage and track delivery of the Transformation Programme. Programme Sponsor was the Strategy, Performance and Governance Manager;
- Lead officers were identified for each work package in the Blueprint;
- Transformation Board – five members appointed by the Council, Corporate Leadership Team and Lead Officers reporting in;
- lead officers provide a RAG (Red, Amber or Green) status, progress report and identify risks and issues for Member challenge monthly;
- Gateway reviews following these meetings were then reported back to the Council and Working Group Members helped share Communications.

As well as tracking Programme delivery, the financial impact was reported in this way.

A reconciliation exercise on the Transformation budgets and their achievements has been put together by finance, and a summary is set out in section six of this report (below).

2. Learning points

Transformation work is an ongoing and iterative process, and although there were large organisational changes between the Blueprint sign off in August 2018 and the structure 'go live' in October 2019, work is still ongoing within some of the work packages in areas like ICT and Process Improvement.

When the revised structure went 'live' in October 2019, not all work packages were complete to be able to fully underpin the new structure (e.g. WP3 and WP4).

The impact of so few staff being job matched, and the higher than expected staff turnover had an immediate impact on project delivery and Staff Wellbeing (WP2), but latest staff survey results shows that staff satisfaction in this area has since increased.

The expectation for process improvement delivery by October 2019 was optimistic, and continual process improvement was not designed into the structure where it should have been (WP4). This has since been addressed with the latest Council budget but should have been identified in the model.

Delay in phones implementation has had an impact on customer experience (WP3).

The vision for the use of Application Programming Interface (APIs) and integrations was also optimistic. System APIs can be very expensive and take 6-8 weeks per process to configure. Work in this area is ongoing and being picked up with the emerging ICT strategy (WP3).

Due to the speed and nature of the operating model process, Training and outcomes were delivered by Ignite and consultancy staff. This has meant Human Resources and management staff have had to take time and build knowledge to become custodians of the structure to be able to embed what was set out (WP1).

Updates to working practices in Culture and Change helped to put the Organisation in a good place to respond to the Challenges of Covid-19 (WP5)

As some of this learning has been identified, the Corporate Leadership Team have worked to address gaps and support staff to ensure we still deliver overall objectives, and this is part of the agile approach of the Organisation.

The future model predicted staff savings of £1 million in the budget from 2021. However, the establishment savings sit at £882,940. This £118k staffing variance is likely due to posts having to be put back in to manage delivery, and externally funded posts being added to the establishment, and has now been accounted for in the Medium-Term Financial Strategy but is a 12% variance to how the Blueprint set out the organisation. NB (externally funded costs will have costs recovered in the year, so savings may go up slightly).

There is a difference between the estimated financials set out in the Blueprint (summary in section 5) and the actual figures. A total pot of 'unachievable savings' of £337k were set out in the Blueprint but have not been delivered, and they have had to be managed through revised Medium-Term Financial Strategies. These were supposed under strategy-based reductions, non-staff reductions and commercial in the original Blueprint, but as the Transformation programme moved to delivery, some of these were identified as not realistic.

3. What could we do more of in the future, building on Transformation?

Promote the new digital customer journeys as they go live, so that customers know they can, for example report Flytipping online. Take a whole organisation approach to embedding digital, including officer and member promotion- for example using a group of Members to test and help launch digital processes.

Conduct ad hoc phone and customer surveys to get feedback on how our ways of working could be improved.

Build on the new resident and staff survey, using feedback to help shape future ways of working.

Focusing on Technology improvements that will improve customer experience.

Continually review our structures and adapt to organisational challenges as an agile organisation.

4. Transformation work packages

A summary of the proposed five work-packages of the agreed Transformation programme is shown below:

Work Package	Agreed outcomes	Analysis	Customer and cost implications
WP1: operating model	<p>This will include the production of all organisation charts and supporting the creation of all new job descriptions and evaluation of these new roles.</p> <p>Coach Corporate Leadership Team (CLT) and senior managers in all aspects of the operating model so that they can continue to build it after the transformation programme is complete</p>	<p>This commenced in July/ early August until the end of August 2018.</p> <p>The above is the timeline for these. There is a central database for phase 1 & 2 of the new Job Descriptions (JD's). There is also an Organisation Structures PowerPoint presentation. There is a spreadsheet of all Job Descriptions which were evaluated in the HR (Human Resources) folders and the majority of these were done in August 2018.</p> <p>All organisational charts used for the consultation, PowerPoint slides, and 80% of JD's were completed by Ignite with Corporate Leadership Team input.</p> <p>The job Descriptions ere provided to HR on request with limited time allowance prior to the Job Evaluation panel meetings. All evaluation Rationales are on file and still referred to for benchmarking other roles on the establishment to ensure all roles align to the new structure.</p> <p>The final Organisational Charts we now use, were produced by HR as a result of the outcomes from the interview process and made available to staff just prior to go live date.</p> <p>Due to the nature of the number of changes and confidentiality with contracts being signed these were not made available too far in advance and only when they could be released and agreed; in line with HR and finance structure sign off with Corporate Leadership Team.</p>	

Work Package	Agreed outcomes	Analysis	Customer and cost implications
<p>WP2: People</p>	<p>Key components of the consultation include:</p> <ul style="list-style-type: none"> • Supporting CLT in Union engagement • Producing the consultation pack • Overseeing the arrangements for all group and individual consultation meetings • Collating all staff feedback to the consultation <p>Core aspects of the recruitment process, which will run in two large stages in autumn 2018 and spring 2019, will include:</p> <ul style="list-style-type: none"> • Notifying affected staff that they are at risk. • Evaluating new roles • Assessing any matching and ring-fencing to the new roles <ul style="list-style-type: none"> • Running the expression of interest and sifting process • Training all appropriate managers for interviewing • Arranging and feeding back on all 	<p>The consultation document was produced and is dated 17 Sept 2018, it refers in the document to detailed design workshops being held in August and Sept with staff. Union consultation started 10 Sep 18, group consultation on 17 Sep 18. Individual consultation meetings between 17 Sep and 17 Oct 2018. With all staff in phase 1 being notified from 29 Oct 2018 if they applied for a Tier 2 manager role. After which, assessment and selection for staff for phase one commenced until notifications from 26 Nov 18.</p> <p>These were signed for by employees at the consultation meetings and/or later collected from HR office.</p> <p>HR arranged and sat in on every consultation meeting.</p> <p>There was a Q&A (Question and Answer) which HR collated and responded to every week over a four-week window. These were published on the Intranet. Circa 200 were received and responded to. Amongst these any were objections to the Phase some employees had been included within; these were reviewed by CLT and in some instances, were removed from Phase 1 and placed within Phase 2.</p> <p>Phase 2 commenced March 2019 and go live end of Oct 2019. Union consultation from 18 Feb 2019. Group and individual consultations from 4 March 2019- 4 April 2019.</p> <p>At risk letters are on staff files.</p> <p>All evaluations are captured on the HR spreadsheet.</p> <p>There is an assimilation exercise which the JE (Job Evaluation) panel were asked to consider. After discussion, HR and JE panel were not consulted on this and a decision was made that very few roles were assimilated. This was criticised by</p>	<p>Staff survey results show that between November 2019 and November 2020, 70% of staff agreed that the Council demonstrates a genuine concern for their wellbeing, a 32 percentage point increase from 2019.</p> <p>This can be attributed to the large amount of wellbeing work that has been put in place as a result of remote working and the Pandemic response since March 2020, but is also likely to be a reflection of the impact of Transformation on staff well-being too</p> <p>There was also an internal communication plan for the programme:</p> <div style="text-align: center;">  <p>Programme Communications Strat</p> </div> <p>R24 'Loss of key skills and knowledge across the</p>

Work Package	Agreed outcomes	Analysis	Customer and cost implications
	<p>interviews</p> <ul style="list-style-type: none"> • Drawing up all new contracts of employment 	<p>employees. Few roles were ringfenced and only a handful were slotted for like-to-like positions.</p> <p>Tier 3 assessment and selections started 29 April 2019. Assessment and selection for remaining phase 2 staff took place 13 May 2019 - 21 June 2019.</p> <p>Offer letters were issued to staff in batches for Phase 1 as there was a tree of succession which had to be followed due to the number of staff affected and the number order of roles they applied for (up to 3 per employee). New contract templates had to be drafted, personalised and issued, and signed copies returned before the Council published individuals' roles in any organisational chart.</p> <p>Contracts were issued starting January 2019 for Phase 1 and Sept 2019 for Phase 2 staff – evidenced in current staff files. All consultation documentation, at risk letters, redundancy letters, interview notes, questions, offer letters and contracts etc are saved on individual staff files. Feedback was provided when requested by the relevant Tier 2 manager only.</p>	<p>organisation, and failure to embrace new working cultures' was identified and reported on the Corporate Risk Register, tracked during this period and then recommended for Closure in October 2020.</p>
<p>WP3: Technology</p>	<ul style="list-style-type: none"> • Network services • Unified communications • Contact Centre Management • Digital Platform (customer) 	<p>We now have 1gb internet (was 10mb), a fully documented network, professional secure Wi-Fi and guest network, new hardware we now have multiple firewalls- whole network is now fully resilient. This was in place July 2019.</p> <p>MS (Microsoft) Teams rolled out to back-office staff Jan. 2020.</p> <p>Old phone system work took longer than expected. A new phone system was launched February 2021, but the delay meant a small number of customers experienced 'dropping calls' when contact volumes were high</p> <p>Firmstep system live from October 2019. Customers able to</p>	<p>Delay had a continued impact on customer experience but was also a result of move to remote working and supplier issues caused by Covid.</p> <p>Over 60% of customers have</p>

Work Package	Agreed outcomes	Analysis	Customer and cost implications
	<ul style="list-style-type: none"> • Laptops and desktops • Upgrades & APIs Application Programming Interface 	<p>self-serve for processes that have been built, and ongoing work to add to these. Integrations to the back-office systems not yet fully functioning.</p> <p>No longer have on site desktops. All laptops are Windows 10, up to date. We have a rolling three-year plan of upgrades. Completed October 2019.</p> <p>Ongoing, and more complex than original scope feeding into the emerging IT strategy.</p>	<p>given 4 or 5 star ratings (out of 5) for our online forms since October 2019</p> <p>The impact of not having APIs is seen by staff, as it means manually moving information between systems, and their processes are not as efficient as anticipated.</p>
<p>WP4: Process Redesign</p>	<p>To support the implementation of the new organisational structure, there are significant proposed changes to the council's processes. Using the twelve design principles developed through Ignite's transformational work with local authorities over the past decade and our process redesign approach of Eliminate, Simplify, Standardise and Automate, we will redesign the selection of processes identified as a result of the data discovery exercise</p> <p>This work-package focusses on ~200 priority processes across the areas of Housing, Planning, Building Control, Environmental Health & Licensing, Revenues and Benefits, Community & Living, Countryside & Tourism and support services. There is a breakdown of the number of prioritised processes to redesign by functional areas.</p>	<p>Although processes were designed, they were not fully implemented, and Ignite didn't complete as many designs as promised.</p> <p>Some of the seconded BA's moved roles and left the organisation during the work package, so less.</p> <p>This work has since been picked up and managed by the programmes, performance and governance team since June 2019 and is an ongoing programme of work.</p> <p>It can take around 4 - 6 weeks to design, build and implement each process, so the expectation for this work programme was likely unrealistic.</p> <p>Staff availability to help scope processes was also an issue, as going through the restructure some weren't as engaged with the new processes.</p>	<p>Resource past October 2019 was not identified for this work to continue.</p> <p>Underspend from the original Transformation budget was utilised to fund a Business Analyst post and Technical build post.</p> <p>Without this, the organisation would not have been able to respond to the new processes required for Covid requirements, or redesign processes as new technology or legislation emerged.</p> <p>In February 2021, as part of the budget setting, Council agreed to an additional cost to permanently write this</p>

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	<p>The process redesign team will be made up of 8 Business Analysts (BA) and a team lead supported by a process redesign specialist and trainer from Ignite. The full BA team is expected to be resourced from within the council through internal secondment.</p> <table border="1" data-bbox="282 501 846 807"> <thead> <tr> <th>Service area</th> <th>Phase</th> <th>Total number of processes</th> <th>Related systems</th> </tr> </thead> <tbody> <tr> <td>Finance, IT, legal and PPP</td> <td>1</td> <td>153 - out of which 30 will be redesigned</td> <td>Website (intranet), workflow, performance management</td> </tr> <tr> <td>Planning policy and elections</td> <td>1</td> <td>34 - out of which 10 will be redesigned</td> <td>Website, customer contact management, workflow, back office system</td> </tr> <tr> <td>Revenues & Benefits and Strategic Housing</td> <td>2</td> <td>86 - out of which 40 will be redesigned</td> <td>Website, customer portal, customer contact management, workflow, document management, back office, payment</td> </tr> <tr> <td>Development management and building control</td> <td>2</td> <td>62 - out of which 37 will be redesigned</td> <td>Website, customer contact management, workflow, document management, back office, GIS, Payment</td> </tr> <tr> <td>Customer Services</td> <td>2</td> <td>35 - out of which 20 will be redesigned</td> <td>Website, customer contact management, workflow, document management, back office, GIS, Payment</td> </tr> <tr> <td>Community & living, Leisure, Countryside & Tourism (phase 2) and Env Health & Licensing</td> <td>2</td> <td>271 - out of which 48 will be redesigned</td> <td>Website, customer contact management, workflow, document management, back office, GIS, Payment, mobile solution</td> </tr> <tr> <td>Leisure, Countryside & Tourism (phase 3)</td> <td>3</td> <td>78 - out of which 12 will be redesigned</td> <td>Website, customer contact management, payment</td> </tr> </tbody> </table> <p>The row colours above align with the core types of activity (box) colours. Eg <i>Green - focusses on the Organisation, Blue focusses on the customer and Red focusses on supporting this</i></p>	Service area	Phase	Total number of processes	Related systems	Finance, IT, legal and PPP	1	153 - out of which 30 will be redesigned	Website (intranet), workflow, performance management	Planning policy and elections	1	34 - out of which 10 will be redesigned	Website, customer contact management, workflow, back office system	Revenues & Benefits and Strategic Housing	2	86 - out of which 40 will be redesigned	Website, customer portal, customer contact management, workflow, document management, back office, payment	Development management and building control	2	62 - out of which 37 will be redesigned	Website, customer contact management, workflow, document management, back office, GIS, Payment	Customer Services	2	35 - out of which 20 will be redesigned	Website, customer contact management, workflow, document management, back office, GIS, Payment	Community & living, Leisure, Countryside & Tourism (phase 2) and Env Health & Licensing	2	271 - out of which 48 will be redesigned	Website, customer contact management, workflow, document management, back office, GIS, Payment, mobile solution	Leisure, Countryside & Tourism (phase 3)	3	78 - out of which 12 will be redesigned	Website, customer contact management, payment		<p>resource into the organisation.</p>
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<p>WP5: Culture and Change</p>	<ul style="list-style-type: none"> The new target culture 	<ul style="list-style-type: none"> Established new SPG directorate and specific roles to lead on this, and in post from April 2019. New Service Planning Template New objective template for all staff (SMART (Specific, Measurable, Achievable, realistic and timely) New Corporate plan performance reporting to the PGA (Performance, Governance and Audit Committee) since November 2019 New operational Balance Scorecard report for manager review, and exception reports to PGA since January 2021 Annual staff survey designed and launched Nov 2019 Regular 1-2-1's part of the (SMART) objectives process A project board has been established as part of the 	<p>Staff survey results show that between November 2019 and November 2020</p> <p>82% of staff agreed that they have regular catch ups and one to one's with their line manager which represents 20-percentage point increase from 2019.</p> <p>A 19-percentage point increase was seen in the area of Council leadership. 64% of respondents said they thought that the Council recognizes</p>																																

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	working	objectives. <ul style="list-style-type: none"> • Specific Agile training workshops for staff ran in December 2019 / January 2020 	

5. Risks and Impacts identified in the original decision making exercise

In the original Blueprint report considered and agreed by the Council on 9 August 2018, the following implications were identified:

1. **Impact on Customers** –The Ignite model has particular focus on genuine channel shift and self-service and improving the customer experience
2. **Impact on Equalities** – An equality impact assessment will be undertaken.
3. **Impact on Risk** – The Transformation Programme Board will regularly monitor the Programme Risk Log. In addition a Corporate Risk around delivery of both the programme and related Organisational Change have been added to the Corporate Risk Register. The model helps to address the corporate risk – Failure to plan and deliver balanced budgets over the medium term.

Risk assessment. A programme risk log is being prepared and managed as part of the project management methodology supporting this project.

Ignite have been procured through the Bloom Consultancy Framework which fully complies with our contract procedure rules and the Official Journal of the European Union (OJEU) requirements.

4. **Impact on Resources (financial)** –The total cost of the project can be fully met from Usable Capital reserves and the Council's Transformation reserve.
5. **Impact on Resources (human)** – Significant staff resource will be dedicated to the delivery of the programme. This will mean that resources will be redirected away from existing corporate priorities and goals. There will be a reduction in staffing levels at the Council. This reduction will be managed using existing Organisational Change policies.
6. **Impact on the Environment** – None specific.

Further to the Transformation Programme being signed off, detailed risk analysis took place and was reported to the Member Transformation Board. An example of this reporting is shown in section 7 below.

In the background section it was the following high level financials were identified:

Our Medium Term Financial Strategy (MTFS) sets out a savings requirement of £1.5 million annual recurrent revenue expenditure reductions by March 2021.

In the summary of key issues. anticipated savings and income from the model are shown in the table below:

		19/20	20/21	21/22
Contribution from 1 (Future Model)	-	(£0.400M)	(£1.000M)	(£1.000M)
Contribution from 2 (Non-staff efficiencies)	-	(£0.075M)	(£0.120M)	(£0.200M)
Contribution from 3 (Strategy based reductions)	-	-	(£0.028M)	(£0.189M)
Contribution from 4 (New commercial profit creation)	-	-	(£0.050M)	(£0.100M)
Cumulative addition saving from 17/18 baseline	-	(£0.475M)	(£1.198M)	(£1.489M)

6. Transformation Financials- actual figures

The finance team have recently completed a reconciliation exercise from the records available to establish the extent to which the Blueprint has been achieved. A summary is set out below:

Salary Savings

A saving of £1m was included as salary savings from the transformation structure by 2020 / 21. Taking the salaries budget as a whole it shows a significant reduction from 2018 / 19 to 2020 / 21.

Original Salaries Budget 2018 / 19	£8,129,700
Adjust for Inflation @ 2% p.a	£8,458,140
Original Salaries Budget 2020 / 21	£7,575,200
Saving	(£882,940)

The staff establishment constantly changes, for example externally funded posts, therefore an exact saving figure has not been possible to calculate.

Additional Savings

Further saving options were put forward as part of the transformation and amounted to £891k by 2022 / 23. Of these £554k have been achieved with no more expected in the next year.

Of these £337k unachievable savings of £133k were previously removed from the budget but no further savings are included so no additional removal will be required.

Costs

An analysis of actuals against costs are shown in the following table:

Investment Against Budget (£)					
	2018/19	2019/20	2020/21	2021/22	2022/23
Budgeted Costs					
Technology	902,000	170,000	170,000	170,000	170,000
Team - Ignite	377,000	96,900	0	0	0
Team - Contractors	268,000	247,000	0	0	0
Redundancy	400,000	260,000	0	0	0
Sub Total	1,947,000	773,900	170,000	170,000	170,000
Actual Costs					
Technology	168,906	233,419	290,700	170,000	170,000
Team - Ignite	375,133	61,529	0	0	0
Team - Contractors	69,189	0	0	0	0
Redundancy	348,230	512,282	0	0	0
Sub Total	961,458	807,230	290,700	170,000	170,000
Over/(-)under spend	-985,542	33,330	120,700	0	0

7. Risk reporting in Transformation

As part of the Governance of the Transformation programme, detailed risks were reported to the Member working group. An example of this is shown below:

Risks at 4 Jan 2019

PROGRAMME RISKS – HIGHEST AND NEW RISKS

Work stream	Risk	CLT Risk Owner	Initial Likelihood Score	Initial Impact Score	Proposed Mitigation	Likelihood Score	Impact Score	Previous risk score	Overall Risk Score
Culture	That members are not supported to enable them to meet the requirements of the future council	Richard Holmes/Emma Foy/Paul Dodson	4	3	Member workshop on future model and new working practice support and guidance, workshop for Corp. Gov working group	3	3	9	9
Operating Model	Risk that the Programme does not deliver the expected financial savings in the required financial years	Emma Foy	2	4	Ongoing review and monitoring with regular reporting to F&CS, PLT/CLT, O&S and council . Needs to be reviewed further as more procurement decisions are made. Business case for all software and thorough procurement decisions on all new equipment /software in the new organisation. Robust costings for all proposed strategic review projects so when members select they are choosing projects likely to meet projected savings targets.	2	4	8	8
People	Risk that senior management does not lead and support staff through the Programme.	Richard Holmes/Emma Foy/Paul Dodson	3	4	Individual discussions held with managers. Feedback from change network to guide levels and types of engagement, consistency of messages, tailored support for specific teams.	3	8	8	8
People	Risk of legal challenge from staff on employment outcomes	Richard Holmes/Emma Foy/Paul Dodson	4	3	HR advice on all aspects of reorganization. Careful adherence to policies and procedures, detailed records of processes kept, Legal advice given where required	3	3	9	9
People	Failure to appoint staff within budget	Richard Holmes/Emma Foy/Paul Dodson	3	3	Job evaluation has taken place but there may be some key roles which may be challenging to recruit to due to a shortage of skills. Case by case discussion about specific roles and decisions as to where there is movement to attract/keep right candidates	3	3	9	9
Programme	Loss of ongoing political commitment	Richard Holmes/Emma Foy/Paul Dodson	2	4	Gateway reviews, Transformation Board, regular updates and O&S review. Weekly meetings with leader of council and regular dialogue with members of transformation board. Papers available for all members on modern.gov	2	4	8	8
Programme	Risk that scale of the transformation required adversely impacts service provision	Richard Holmes/Emma Foy/Paul Dodson	3	3	Risk management approach to ensure key services maintained, with regular review. Business continuity plans reviewed, departmental plans for loss of critical roles and backfilling. Mapping of transition activity and knowledge capture	3	3	9	9
Technology	IT Implementation takes longer than profiled and will have a knock on effect of change and savings delivery	Emma Foy	3	4	Tech Imp Mgr and Windows 10 Engineer in post. Close monitoring of costs. User Acceptance Testing and BA specific support to design/test applications. Ensuring sufficient pressure on suppliers to deliver on time, on budget and at the right quality.	3	3	12	9
Programme	Delivering an election or referendum before May 2019 whilst the council is undergoing transformation	Richard Holmes/Emma Foy/Paul Dodson	3	3	That the election is correctly resourced and staffed, and that all transformation activity and its impacts on delivering the election have been considered and addressed	3	2	6	6

Risks at 26 July 2019

Highest Risks – from last review – Slide 1

ID	Workstream		Date Raised	Risk Description	Likelihood	Impact	Severity	Mitigation Plan	Revised Likelihood	Revised Impact	Revised Severity	Owner
14	People	Risk of challenge from staff on re-organisation.	17/09/18	Organisational	3	3	9	HR advice on all aspects of re-organisation. Careful adherence to policies and procedures required organisationally and legislatively. Detailed records of processes undertaken kept with appropriate and timely union involvement where requested. Legal advice requested at relevant stages of the process.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
15	People	Failure to appoint staff within budget	17/09/18	Organisational	3	3	9	Job evaluation has taken place but there will be some key roles to recruit to, which may prove challenging due to shortage of the required skills. Case by case discussion about specific roles and any decisions as to whether there is movement within salary ranges or other incentives to attract and keep the right candidates.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
19	People	Organisational critical roles/statutory role and leadership roles leaving the organisation	17/09/2018 revised 05/04/2019	Organisational	3	4	12	Contingency planning within CLT as to service critical roles (Head of roles) to determine if someone in post can step up to lead, to transition, a reciprocal arrangement with another authority or contractor resource. Use of BAU risk activity exercise to capture critical duties of that post that need to be handed over and track these. Case by case plan if critical roles are lost. Root cause analysis of reasons for staff departure	3	4	12	Paul Dodson/Richard Holmes/Emma Foy
34	Technology	IT implementation takes longer than profiled which will have a knock-on effect on delivery of change and savings	17/09/18	Programme	3	4	12	Technology Implementation Manager and Windows 10 engineer in post. Close monitoring of costs and management of this workstream by TIM and CLT. UAT and BA specific support to design the applications to be fit for purpose. Workstream well resourced and supported to ensure all risks are managed effectively. Ensuring that there is sufficient pressure on suppliers to deliver on time for the various technical elements of the schedule.	3	3	9	Emma Foy / Dennis Leeks
33b	Strategic Review	Risk that we will not deliver 2020 savings from new commercial surplus	07/06/19	Programme	3	4	12	A new, monthly commercial review officer meeting being established chaired by the director of strategy, including all of CMT, strategy manager and commercial manager. The first meeting was held on the 12/06/19 to review a series of possible new commercial opportunities and these will be escalated for Member review as appropriate. Progress on these will also be reported to the transformation board.	4	4	16	Paul Dodson

Highest Risks – from last review – Slide 1

ID	Workstream		Date Raised	Risk Description	Likelihood	Impact	Severity	Mitigation Plan	Revised Likelihood	Revised Impact	Revised Severity	Owner
1	Culture	Risk that members are not supported with future model requirements to ensure success of the transformation	02/11/18	Programme	4	3	12	Member workshops on future model and manage members expectations of staff interactions through new policies. Members to be supported with training in Agile working after the election.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
2	Culture	That there is not sufficient engagement with the change network from staff as the organisation begins to change shape and staff commence exits	17/09/18	Programme	4	3	12	Ensure that the change network participation and membership is under continual review and reflects the new shape of the organisation.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
29	Programme	Risk that the scale of transformation required adversely impacts on existing service provision.	17/09/18	Organisational and Programme	3	3	9	Risk Management approach with T2 managers to ensure key services are maintained and a review exercise to keep this on track. Business Continuity Plans being developed with Tier 2 Managers and lead specialists in post. Specific departmental plans for loss of critical roles and backfilling of tracked activities using Ignite transition spreadsheet and Information gathering before loss of postholders. Close working between the People and Culture workstreams where gaps are identified so that transition activity that has been mapped can be monitored and contingency plans made to transition the activity	3	3	9	Richard Holmes/Emma Foy/Paul Dodson