Risks, Assumptions, Constraints and Dependencies

The risks to the programme have been considered and the programme team consider there to be adequate control measures in place to ensure the risks are mitigated against.

Risk theme	Description	Mitigation(s)	Probability	Impact	Owner
Complex organisational change	This is a wide and complex change programme, and it will only be successful if there is cross-service engagement and accountability of the work. This needs to be carefully managed to: o ensure the scale of change is manageable o ensure services see this is a joint priority and engage collaboratively to make impact o ensure the work is prioritised. There are multiple change programmes running in parallel which could create pressure and affect the capacity of critical and enabling areas to engage in and support the change	Careful planning and sequencing of the work required, combined with a methodology of co-design and a risk-based approach to making change has been established. The programme reports to a strong governance board and has the benefit of a steering group with cross-service representation and a focus on shared accountability and participation to ensure cohesive progress. Services are engaged as part of programme planning process to understand business as usual and transformation pressure points	High	High	Senior Responsible Owner Customer Transformation Steering Board
Directorate Alignment	There is a risk that individual directorates procure or design solutions and improvements in isolation that do not align with the Customer Programme / D-COM	Internal protocols and boards have been established to manage co-ordination. Internal protocols governing procurement, the strategic design authority and wider transformation oversight are in place to ensure the focus is on programme alignment and a council wide approach to change.	Medium	High	Senior Responsible Owner Customer Transformation Steering Board
Digital	There is a dependency on digital investment and transformation, ensuring the right capacity and capabilities are in place to support the change required to deliver the programme	The programme has worked closely with the Digital Programme to identify the dependencies and requirements shape the investment required in digital to enable the programme.	Medium	High	Senior Responsible Owner

					Customer Transformation Steering Board

Assumptions

Financial:
- The financial position of the Council does not alter, beyond what is known / expected
- That the budget envelope will be made available
- That inter-dependent programmes will have their budget approved
- Directorates will reflect savings in the Medium-Term Financial Strategy and include resources needed to make those savings

Organisational:
- That forthcoming national and local elections will not alter the path of the programme
- The incoming CEO will be supportive of the programme continuing
- That Digital and Core Function Redesign will deliver their milestones to time, enabling Customer Transformation to also deliver to time
- Corporate Leadership Team changes do not delay the work and they continue to be supportive of the programme
- Directorates support the programme to deliver the customer transformation
- Benefits will be tracked and realised by Directorates but enabled by this programme

Technical:
- Investment will be available to create the right infrastructure required
- Specialist IT & Digital resource will be allocated to the work as part of business case procedures

Design:
- Design capability (Digital Design and centralised Design capability) will be made available
- The organisation will adopt a design-led approach to the work

Resource:
- Supporting functions will allocate resource for delivery
- Required training, recruitment and / or upskilling can take place

Constraints

Most of the constraints below will be managed by governance processes to ensure that any emerging risks associated with the identified constraints can be mitigated against:

- **Cross-Organisational Programmes:** the interdependencies between Customer, Core Function Redesign, Data and Digital mean that unless investment is provided to all these programme Customer Transformation will not be able to fully deliver on its ambition
- **Time:** the programme is expected to be delivered by September 2027
- **Cost:** the Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures

- **Technical:** The organisation's technical capability and capacity could be a barrier to what can be achieved.
- **Quality:** The quality of service experienced by customers cannot decrease at any point during delivery, or as a consequence of the programme.
- **Legal:** The programme will be delivered adhering to procurement rules.
- **Customer:** Meeting the varying needs of customer groups, based on demographics, protected characteristics and socio-economic factors will have possible constraints placed upon design of the customer offering.
- **Environmental:** the Councils Climate Change Delivery Plan needs to be adhered to

Dependencies

The Customer Transformation Programme team is working closely with other cross-cutting transformation programmes to ensure that any opportunities identified within each programme can be explored across the Council to ensure that it is able to optimise use of technology and supporting functions as widely as possible, and to effectively embed systematic changes in systems, processes and ways of working.

- There is an overarching dependency on this work being viewed as a cross cutting priority, to ensure sufficient focus and resource from across the organisation. This will require both practical prioritisation (e.g. linked to the risk highlighted around volume of change placing pressure on key business areas), and strong, consistent messaging at leadership level.
- **With enabling projects**: this programme will have a dependency on the digital and data programmes and Core Function Redesign. Ensuring alignment between these programmes is essential to collectively achieving the ambition set out in the Surrey Way Strategic Framework.
- **Related directorate transformation**: the programme will require ongoing alignment with customer facing Directorates- notably in relation to customer-focused change. As noted in the benefits section, there will be a dependency on this programme's enabling work for the realisation of efficiencies relating to customer in some directorates. Strategic Finance are supporting identification and tracking of this
- **Resources in enabling services**: this programme is dependent on the capacity and capabilities of enabling services, some of which (e.g. People and Change) have their own transformation programmes in progress.
- Consideration will be given to external dependencies, e.g. partner organisations' processes and procedures, so that any change is effectively co-produced and co-ordinated