

5 February 2024



CUSTOMER TRANSFORMATION PROGRAMME UPDATE

Purpose of report:

The purpose of this report is to provide the Resources and Performance Select Committee with an update on progress to date of the Customer Transformation Programme, information on next steps, and detailed information on associated risks.

Executive Summary:

1. The report provides an update on the Customer Transformation Programme. The programme is focused on delivery of a new operating model, termed a 'Dynamic Customer Operating Model', that will place customers at the heart through transformed culture and ways of working; structures; processes and systems.
2. Working collaboratively with colleagues across all directorates, the programme has evidenced progress aligned to culture, customer excellence, enhanced digital experience, and the new Dynamic Customer Operating Model in terms of new ways of working.
3. Further development on the programme risks, dependencies and benefits, as the programme progresses, ensures effective programme management in the context of the broader 'One Council' transformation portfolio.
4. Programme delivery in the current financial year is projected to result in an underspend of £1.178m against the original £3.461m investment ask for 24/25. Efficiencies have been achieved through acceleration of development of in-house design capabilities. Spend for 2025/26 is projected at £3.471m, a reduction of £0.938m from the original business case with the development of the in-house capability.
5. Cabinet approved the Business Case for Customer Transformation in July 2024. The report can be found [here](#). The approval included release of the first year of funding for the programme, and delegated authority for approval of further years' funding within the £11.3m envelope set out, subject to a stage gate process. The programme is presenting evidence of progress and plans

linked to benefits identified, alongside the investment ask, to satisfy the requirement for the delegated decision agreed at Cabinet in July 2024. A formal stage gate process involving the Executive Director Resources and s151 Officer has been established as the mechanism for the delegated decision and will take place on 24 January 2025. The decision will be taken in consultation with the Cabinet Member and ratified by Transformation Board.

6. At its meeting in July 2024, the Resources and Performance Select Committee recommended that the committee continue to receive regular updates on the programme.

Programme approach: methodology and structure

Methodology

7. The programme has established a series of projects that are delivering the Dynamic Customer Operating Model, with underpinning streams of work concerned with digital, data and culture.
8. The programme is taking a Test and Learn approach to design, which focuses on identifying specific areas to test new ways of working, on the basis that where successful, these can then be developed to inform the overall design and deliver at scale.
9. This approach develops confidence in the model, which can be iterated in response, whilst also enabling early improvements to be delivered in specific areas. It informs the benefits modelling, enabling identification and testing of benefits in a discrete area, which can be scaled to reflect the benefits anticipated once the new model is fully embedded.
10. The design is informed by user insights, including building on learning gathered to date, and involving customers in the design process. The programme has introduced new mechanisms, including a new survey tool, to support services to maintain an understanding of customer needs and satisfaction, supporting a culture of continuous improvement.

Structure

11. The following are key projects delivering aspects of the Dynamic Customer Operating Model:
 - **Customer Hub:** design and implementation of the 'customer hub core capability'. The customer hub will aggregate high volume customer facing activity across the Council into a centralised experience function. It will: drive greater synergies, improve productivity, reduce demand for direct service

interactions, increase customer satisfaction and unlock FTE reductions contributing towards the programme's financial savings.

- **Website Review & Redesign:** review and redesign of the SCC website, contributing to the 'digital core capability'. The redesigned website will enable customer contact digital channel shift through a self-serve focused digital front door to the Council. It will also address issues with the current website including accessibility, navigation and content quality. The customer hub and locality hub aspects of the model will ensure full accessibility for customers whose needs are not met via a digital self-service offer.
- **Locality Hubs:** design and implementation of the 'locality hub core capability'. The project will deliver accessible customer contact points within local communities, to support those requiring a face-to-face channel. This involves testing the potential of existing community assets, including libraries and hub buildings, to deliver. The project is also exploring opportunities for an enhanced offer in specific areas, for example linking customers with digital skills support, based on the geographic need.
- **Single View of a Customer:** streamlining interactions, improving data integration, and enhancing enquiry handling. The project is focused on optimisation of current systems and technologies, and exploration of new tools, to support seamless, personalised, and efficient interactions for customers, including development of self-service capabilities.
- **Customer Performance Insight:** delivering data and insights to improve customer service and efficiency. This project is defining key performance indicators (KPIs), enabling performance monitoring, and providing actionable insights to address inefficiencies, enhance services, and boost customer satisfaction.

Progress, outputs and impact to date

12. Programme progress is on track against the plan, with monthly reports against milestones reported through the Transformation governance.
13. Outputs since July 2024 cover a broad range of activities from a website review, the findings of which have enabled some immediate improvements as well as initiation of the website project, to accessibility research in relation to Blue Badge applications, enabling improvements to online guidance which has directly led to improved quality of applications. This learning is informing wider improvements to the web and other communication channels.
14. The programme takes a collaborative approach to delivery, with multi-disciplinary teams established to progress the work in each area. Outputs to

date have been achieved through effective collaborative working across all directorates, which supports the progress of the cultural shift to new ways of working.

15. Work within the Culture workstream underpins the programme and supports engagement of staff in the individual projects, with a wide programme of communications linked to the customer promise, incentives and peer support, training and development, and a network of customer champions. An overview of the developing programme output is set out below.
16. The programme has placed significant focus on developing the staff culture around customer excellence, with measures of success including improvements in skills and performance, and increased use of customer insights to shape service delivery. The council's work in this area is now being recognised by other authorities as good practice, as a customer excellence leader in local government. The positive impact on customer experience results from improved communications and processes, as staff are confident and empowered to make improvements in response to customer insight. The programme has:
 - Designed and rolled out Customer Training modules to circa 500 staff. Managers are reporting noticeable improvements in performance and customer service skills as a result
 - Launched the “High-Five” staff recognition scheme, celebrating achievements of over 100 high performing individuals per month
 - Grown the ‘Customer Champions Network’ by 182% with an extended reach of nearly 7,000 colleagues, meaning that communications, training and co-design opportunities can be accessed with ease
 - Drawn learning from the Adults, Wellbeing and Health Partnership ‘assessment of risk process’ Test and Learn to demonstrate the benefits of collaboration via this multi-agency partnership to ensure timely support for Surrey residents. Group members recognised the shift in culture: “It has enabled a shared understanding of the challenges and creative thinking for solutions which we can all own.”
17. Specific output that demonstrates improvements in communications and process, impacting positively on the customer experience, includes work with Highways, where the programme has:
 - Improved over 150 Highways customer enquiry templates, trialling the use of artificial intelligence (AI)
 - Enhanced Highways planned works communications, with staff placing customers at the heart: “The improved communications provide clarity and highlights what matters to residents.”

- Scaffolding Test & Learn initiative increased service level agreement compliance from 42% last year to 67% May-Oct 2024, despite more license requests.
18. Digital experience is a core component of the programme, with improvements to the website and digital tools enhancing the customer experience through increased ease and speed of access, and consistency. Alongside this is a continued focus on digital inclusion, and alternative access channels, ensuring that the improvements are accessible to all customers. In this area, the programme has:
- Migrated eight microsites into the SCC website so far, ensuring consistent and streamlined online resources
 - Created a Digital Inclusion strategy, working with partner organisations to deliver the action plan, to ensure accessible online resources for all users
 - Worked with Highways to launch an online reporting tool (FixMyStreet) for Highway issues, with user-friendly interface and live progress updates; user testing with residents identified further enhancement opportunities. This has led to reduced call centre staff manual processing times, and demonstrated positive customer engagement with channel shift
 - Completed a website review and implementing improvement recommendations including improving the reliability of searches.
19. The initial design work and subsequent Test and Learn activity is enabling delivery of immediate improvements to customer experience, including through reduced wait times in specific areas. This is alongside proof of concept of elements of the Dynamic Customer Operating Model and new ways of working. Customer engagement with the FixMyStreet reporting tool (referenced above) demonstrates willingness to 'channel shift' in line with the direction of the new model, and trials of multi-disciplinary frontline resourcing, and improved contact centre insights, have demonstrated success in impacting call wait times. The programme has:
- Developed and signed off the high-level design of a Dynamic Customer Operating Model, along with Design Principles ensuring a commitment to customer-centric design across the organisation
 - Completed two Test & Learns in specific service areas (Adults Wellbeing and Health Partnerships and Highways), with tangible outcomes and transferrable learning around referral processes and applications
 - Improved response times for SEND/EHCP calls, despite increased Learners' Single Point of Access (LSPA) contacts, with average wait times dropping from 4.08 minutes in 2022 to 59 seconds in 2024, thanks to trialling a multi-disciplinary frontline resource model

- Accelerated blue badge processing times, with further reductions expected through ongoing process redesign
- Delivered contact centre insights and evidence-based improvements. This has led to reduced call wait times and minimised handoffs during peak periods

Impact

20. The impact measures are developing for this programme, and data is being gathered which provides a baseline and an indication of impact and trend over time. Appendix 3 contains information on the programme’s baseline. The following graphs provide an assessment of measurable programme benefits which we anticipate building over time.
21. The three graphs below (fig. 1-3) illustrate reductions in call volumes, answer times and handling times within the contact centre, following improvements including trials of the ‘combined working’ model that aims to increase service resilience and responsiveness through equipping staff with the ability to handle contacts across a range of topics.

Fig. 1:

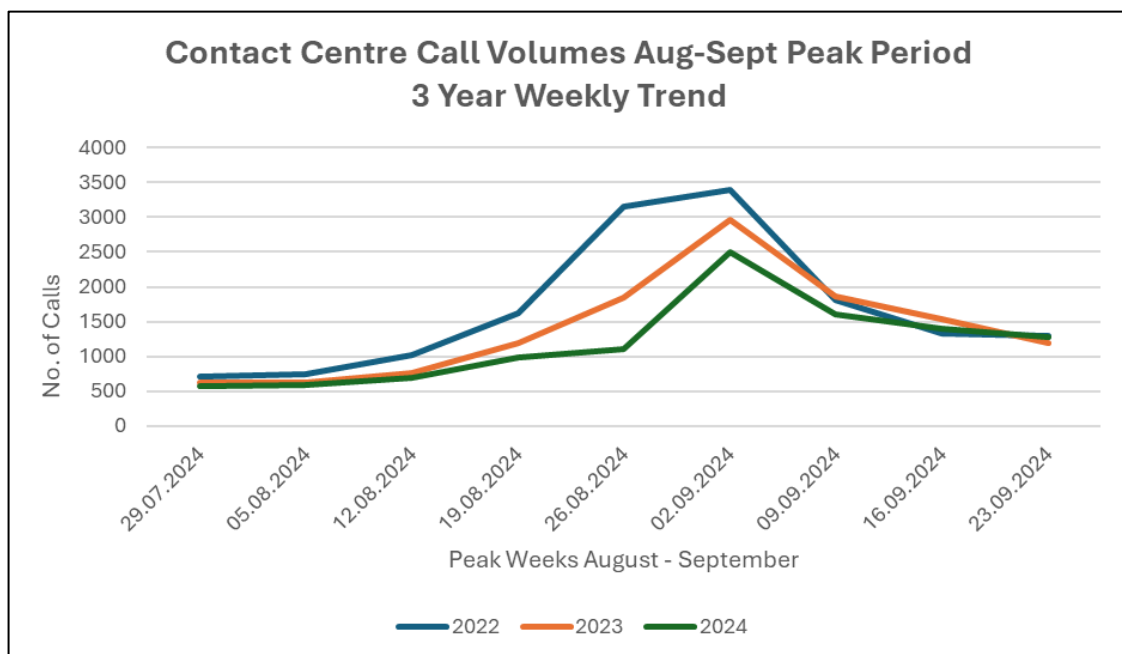


Fig. 2:

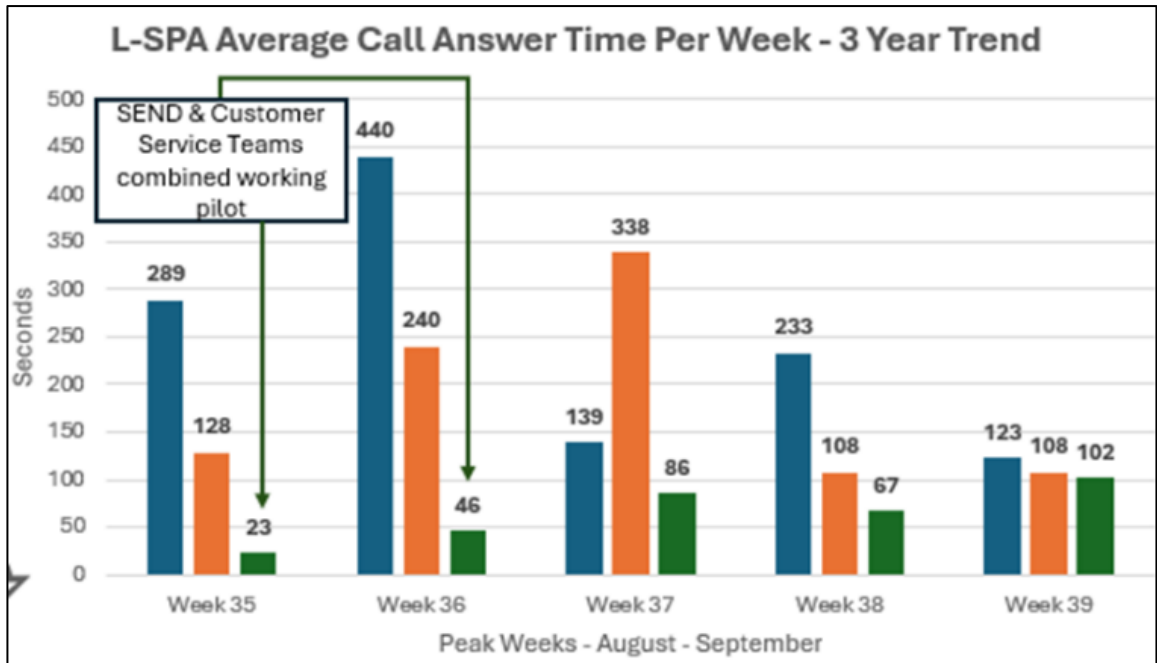
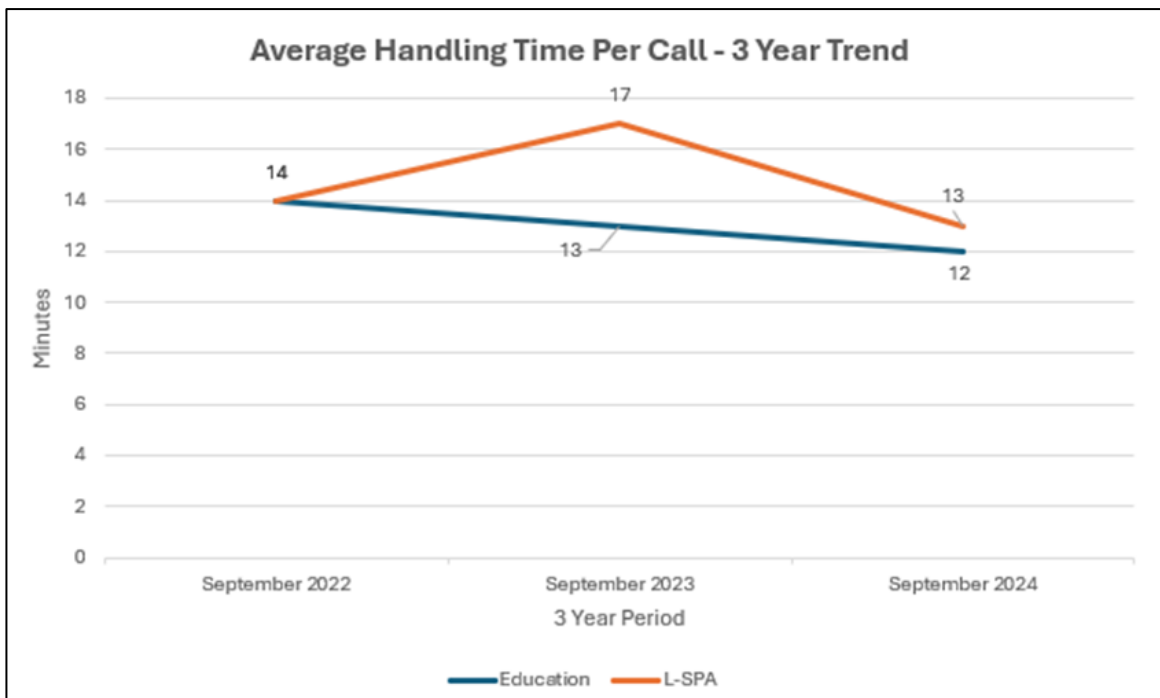


Fig. 3:



22. The two graphs below (fig. 4-5) show the positive impact of enhancing digital self-service capabilities. Demand for assistance from contact centres has reduced, and engagement with the new self-service capabilities demonstrates customer willingness to 'switch channels'. The first graph shows a reduction in the number of 'customer chaser' contacts in the month immediately following the launch of the FixMyStreet online reporting tool, indicating that customers feel more informed on the progress of the issues they have reported via the tool. The second graph shows the reduction in manual logging within the contact centre during September and October, from 2023 to 2024.

Fig. 4:

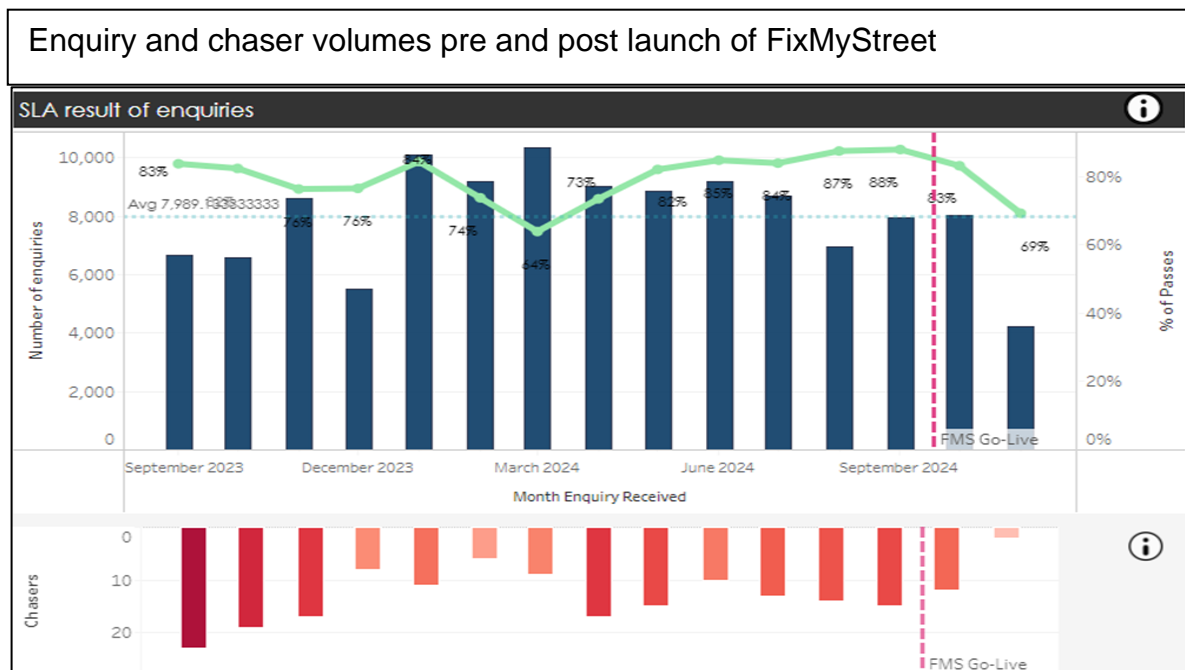
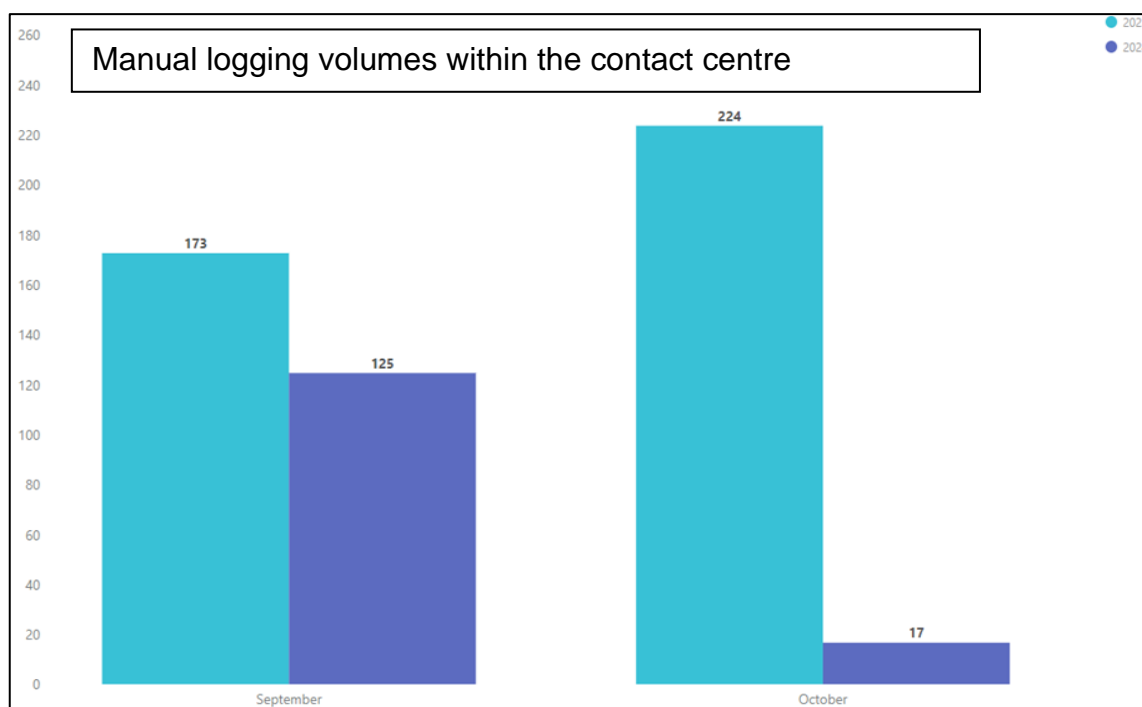


Fig. 5:



2023

2024

Financial position:

23. The programme will drive cost savings and avoidance through more efficient service delivery. In response to financial pressures, collaboration with finance and transformation teams has been prioritised to develop a detailed benefits approach aligned with MTFS efficiencies.
24. The investment requirement is laid out in the table below with an estimated total ask of £10.289m to 2029/30, a reduction of £1.676m against the original business case over the same period. This will be subject to stage gate controls that will evaluate progress and benefits before approving additional investment. The work is underpinned by investment in Data and Digital as enablers for the programme.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Totals
	£m's	£m's	£m's	£m's	£m's	£m's	£m's
Latest model							
Transformation funding ask	2.283	3.471	3.008	0.221	0.000	0.000	8.983
Service budget ask				0.435	0.435	0.435	1.306
Total investment ask	2.283	3.471	3.008	0.657	0.435	0.435	
Cumulative investment ask	2.283	5.753	8.761	9.418	9.854	10.289	10.289

Original business case

Transformation funding ask	3.461	4.408	2.436	0.610	0.000	0.000	10.915
Service budget ask				0.350	0.350	0.350	1.049
Total investment ask	3.461	4.408	2.436	0.960	0.350	0.350	
	3.461	7.870	10.305	11.265	11.615	11.965	11.965

25. The original business case only included costs for the period of the programme, which runs up to 2027/28 (£11.265m), costs beyond that period relate to ongoing service budget growth requirements as a result of the programme. Full costs for the period up to 2029/30 are now included in the investment ask, for transparency and to align with the MTFS period. Due to efficiencies in programme delivery, this represents a reduction in overall investment.
26. Benefit realisation is projected to be back ended in the programme and is reliant on the delivery of new improved processes and systems, providing greater automation and integration, to allow for greater self-serve and ability to respond to contact in a more effective manner. This is expected to reduce demands across the council and result in the ability to release full time equivalent (FTE) posts. Through this enhancement, it is also expected to be able to deliver services to the right people at the right time, reducing the level of support needed. The programme benefits plan, profiles and tracker, which cover both financial and non-financial benefits, are iterated as evidence emerges from test and learn activity, building certainty and confidence in the assumptions within the benefits model.
27. The table below illustrates the incremental year on year financial efficiencies projected through to 2028/29 when the full benefits are realised, delivering an estimated £7.282m ongoing financial benefit against current costs of service. This includes an estimated £6.020m benefit from across front line services. The table covers the period up to 2029/30, beyond the life of the programme, to illustrate the estimated cumulative impact of £25.069m over the MTFS period to 2029/30 against the £10.289m estimated total investment ask.

Financial efficiencies	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Incremental Customer hub efficiencies	(0.100)	(0.595)	(0.476)	(0.090)	0.000	(1.262)
Incremental Service efficiencies	(0.297)	(2.442)	(2.762)	(0.518)	0.000	(6.020)
Total annual incremental efficiencies	(0.398)	(3.037)	(3.239)	(0.609)	0.000	(7.282)
Cumulative impact from efficiencies	(0.398)	(3.832)	(10.506)	(17.788)	(25.069)	(25.069)

28. The programme's latest financial position is an expected spend of £2.283m of the £3.461m investment ask for 24/25, resulting in a £1.178m underspend. Efficiencies have been achieved in programme delivery through acceleration of development of in-house design capabilities.

29. Spend for 2025/26 is projected at £3.471m, a reduction of £0.938m from the original business case with the development of the in-house capability. The programme has taken a strategic approach in response to the financial challenges to focus on enhancing existing technology and optimising current resources, resulting in more efficient approaches to achieving programme goals. The stage gate review for 2025/26 is 24 January 2025, via delegated authority (see paragraph 5).
30. Progress since Cabinet approval has delivered some immediate improvements, alongside a strengthened evidence base for the DCOM design, as the programme is building scalable 'design patterns' that set out the approach and process, for example how customers can apply for something, or report something. Further work on the programme risks, dependencies and benefits, ensures effective programme management in the context of the broader 'One Council' transformation portfolio, and has been informed by lessons from previous transformation projects.
31. The programme has established projects to progress each area of the dynamic customer operating model, with project plans mapping out the key milestones on each, along with interdependencies between the individual projects, as well as wider (external to the programme) dependencies. The projects are detailed in the section below.
32. The next phase of work (to April 2026) will deliver these projects, with the final year of the programme concerned with embedding the new structures and ways of working, alongside further work on systems, to ensure the benefits realisation described above.

Delivery of the next phase (to April 2026)

Immediate activity (December 2024 – March 2025)

33. Improved customer journeys: commence redesign of next priority journeys, to deliver immediate improvements in parallel to learning for other 'types' of journey (e.g. enquire, report, pay), alongside scaling up the successful findings from the Blue Badge 'test and learn' initiative for broader impact for 'apply for' journeys
34. Customer Hub: agree sequencing of operating model work aligned to key directorates, and commence delivery of the collaborative design process, alongside assessment of current systems to understand opportunities to optimise

35. Website redesign: produce a website strategy and identify initial website improvements alongside the longer-term website redesign; test the centralised web authoring model, alongside ongoing rationalisation of microsites (in line with phased plan, under governance of the Technical Design Authority)
36. Locality Offer: conclude the tests in Merstham Hub (using insights from this to inform Weybridge & Staines) and Walton Library (exploring enhanced digital support) and via community-based workers in North Guildford; alongside these, test capacity for delivery of enhanced customer service offer across Library Service
37. Culture: complete Customer Excellence reviews with all directorates, and trial the use of Customer Effort Score (via HappyorNot) and Net Promoter Score (via Resident Panel)

Delivery April 2025- March 2026

38. Areas of focus for this period relate to delivery of the projects outlined above, supporting the design and implementation of the Dynamic Customer Operating Model. These are set out below and will all contribute to the delivery of the £7.3m targeted efficiencies outlined above
39. Redesign the way customers can access services through restructure work, design and implement Customer Hub around the needs of customers, including centralisation of dispersed teams to create efficiencies, and specific focus on supporting the redesign of Adults' front door.
40. Redesign the Website to make it easier for people to self-serve and decrease assisted demand in contact centres, reducing cost to serve, create more user-friendly content, enable customers to do more for themselves online by enhancing the digital self-serve capabilities to be more accessible, standardise web-authoring arrangements to ensure more user focused, high-quality content, rationalise microsites.
41. Define and implement the locality-based customer service offer, which will improve speed of access to services that meet customer needs.
42. Enhance systems to enable more efficient and effective customer service delivery, which will create enhanced service performance, conduct technical appraisal to assess current systems to support more efficient ways of working and inform new system procurement decisions. This will lead to delivery of detailed plans, for example to: integrate systems to support seamless customer transitions between channels and streamlined processes, implement workforce management system to improve productivity and cost efficiency, rationalise

systems to reduce contracts and training needs, and support more consistent customer journeys.

Risks

43. Risk themes were shared with Resources & Performance Select Committee in July 2024. Since then, the programme risks have been reviewed considering the developing programme, and updated through work with the programme's Steering Group, the Council's Risk Manager and Transformation team. The DB&I programme's lessons learned have been used to identify and mitigate risks that may impact the programme.
44. The risk approach of the Programme follows Surrey County Council's Risk Management Strategy and uses a risk hierarchy to escalate strategic risks to the relevant governance boards to effectively manage and mitigate identified risks. The programme maintains a detailed risk register which is monitored monthly.
45. Risk information was shared via a focused Reference Session with members of Resources and Performance Select Committee on 12 December 2024, outlining the approach to identifying and managing programme risks. Since then, further work is underway to address the risk around culture, specifically to disaggregate this to reflect the higher risk score associated with the cultural change related to adoption of new technology, distinct from some of the wider cultural change aspects of this programme, which is primarily focused on delivering change to people, structures and process.
46. Key programme risks have been identified as;
 - I. There is a risk that the case for continued investment may not be viewed as sufficiently compelling, as a result of the iterative approach to building evidence of benefits through a test and learn approach. Without further investment, the programme will not achieve the stated benefit and impact. **Mitigated by** working with Strategic Finance to progress the articulation and delivery of the programme benefits. Planned controls include the development of a benefits tracker and benefit profiles to provide granular detail and articulation of measurable assumptions for test and learns, and benefits to be realised and timeframes to help understand the return on investment (this will support financial modelling). The programme is agreeing a process to identify baseline data gaps and working with services to either capture 'as is' on a temporary basis or to escalate to Board level if this isn't possible and why. Establishing a robust framework for regularly monitoring and reporting progress on benefits and engaging regularly with stakeholders to ensure alignment.

- II. There is a risk that the programme will fail to implement a large-scale technological system successfully due to organisational immaturity and resources required, causing significant delay and dissatisfaction among users. **Mitigated** through oversight and governance by the Technical Design Authority and Procurement Board. Application of lessons from Digital, Business and Insights (DB&I) programme. Planned controls include having regular stage gates for any potential large-scale system implementation and using the programme Steering Group and One Transformation Governance as a mechanism to raise concerns and issues and early user engagement and focus on data. The programme is exploring opportunities to enhance existing systems via upgrades and new software releases, reducing the requirement of a large-scale technology implementation.
- III. There is a risk that retaining legacy systems and infrastructure will restrict the programme's ability to deliver a seamless customer experience, causing delays, continued silo working, and unmet financial and non-financial benefits. **Mitigated** through an enabling, dedicated Digital, Data & Impact workstream in the programme with focus on ensuring effective systems architecture across the Council (e.g. working with Digital to understand our current system capability and requirements and identify any duplication or gaps to be able to transform to our desired state). 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. Planned controls include ongoing collaboration with relevant core programme teams and stakeholders to assure continuous alignment, including buy-in to the D-COM, Design Principles and ambitions of the programme.
- IV. There is a risk that we cannot secure cross-organisational agreement to a financial model that will enable delivery of cashable financial benefit from resources that are dispersed across the organisation. **Mitigated** through the mechanism of the Steering group and broader Transformation Governance taking accountability for ensuring the right organisational conditions for cross-organisational Transformation.
- V. There is a risk that the programme will not meet its ambitions if future funding is not secured, as a result of a requirement for investment in advance of evidenced benefits, leading to continued siloed work and ineffectiveness in improving customer journeys. **Mitigated** through providing regular assurance on progress and impact to key stakeholder through governance meetings and reporting. The programme will provide appropriate evidence of benefit realisation in the updated business case

yearly to request drawn down of funding to be approved by the relevant governance board.

- VI. There is a risk that the programme will not be successful or deliver at pace due to the large scale and complexity of the change, potentially resulting in siloed ways of working, inefficiencies, and an inconsistent customer experience. **Mitigated** through a detailed communications plan and an agile approach which includes four weekly sprints, Test & Learns and an end-to-end customer journey approach. Planned controls include defining the programme's scope, understanding current processes, assessing service and programme needs for the desired state, and forming multi-disciplinary teams to scale up work.

Conclusions:

47. The Customer Transformation Programme has made good progress in the period since July 2024, laying foundations for delivery at scale with the combination of initial Test and Learn work and commencement of projects across all aspects of the Dynamic Customer Operating Model.
48. Release of funding for the second year of the programme, via the stage gate process and in line with Cabinet recommendation in July 2024, will enable delivery to remain on track towards the ambition set out in the agreed business case.
49. Close alignment with related programmes will remain critical, with the appropriate governance in place to support a co-ordinated One Council Transformation approach to the work.

Recommendations:

50. That the Resources and Performance Select Committee:
- Note the progress made from July 2024.
 - Endorse the programme's direction and next phase of delivery.
 - The Resources and Performance Select Committee to scrutinise and provide challenge to the proposals.

Next steps:

51. The programme stage gate decision for investment for 2025/26 is scheduled for 24 January 2025.

52. Immediate steps include redesign of further customer journeys, alongside scaling up of learning from test and learns activity conducted to date.
 53. The programme will progress the projects focused on each aspect of the Dynamic Customer Operating Model (Customer Hub, Website, Locality Hubs) alongside work on the underpinning systems and culture, delivering collaboratively with relevant teams across the organisation, and drawing in customer insights.
 54. Further iteration of the benefits model will continue, feeding in the learning from Test and Learn activity on an ongoing basis to build confidence in the projected benefits.
 55. Close management of risks and dependencies will continue, with particular focus on the areas highlighted in relation to culture and any technical aspects of the programme, and ensuring close alignment with other significant transformation activity, to understand and manage the collective impact on the business.
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Sources/background papers

- July Resources and Performance Select Committee [Report](#)
- Published Minutes from July Resources and Performance Select Committee [Minutes](#)

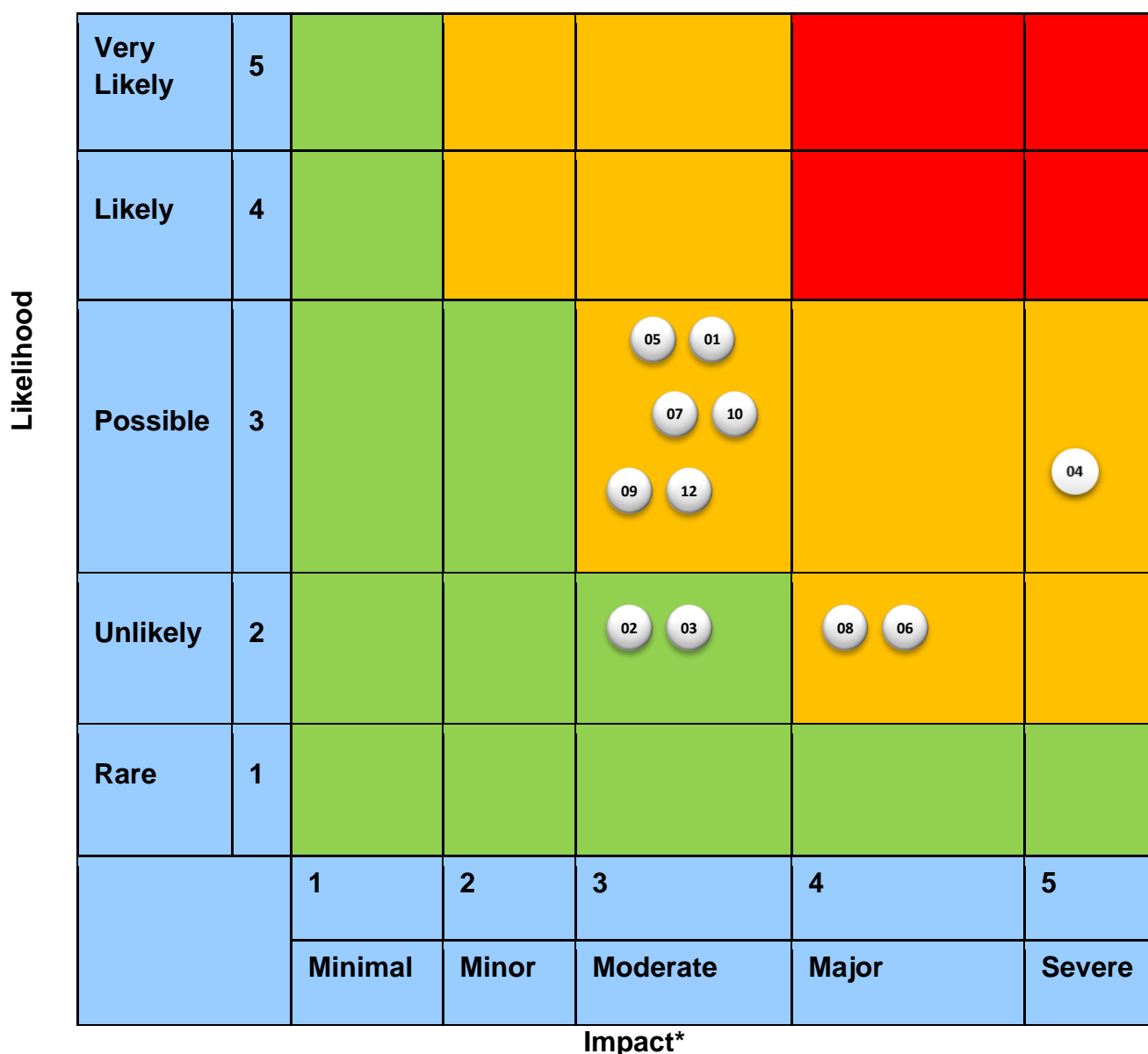
Appendices

Appendix 1: High Level Risks and Heat Map (December 2024)

The programme maintains a detailed risk register at programme level which is monitored monthly. Individual workstreams have their own risk registers to manage project level risks. Where escalation or awareness is required, risks are reported through the Steering Group and One Transformation governance via monthly highlight reports.

The risks included below represent risks with highest residual risk score, scoring 6 or above for visibility. The residual risk score is with existing mitigating controls only, not the further planned controls.

The heat map below is a visual representation of where the programme's top risks score on the criteria:



The council categorises risks according to likelihood of occurrence and impact on the organisation using a scoring-based system.

Strategic Risk		Risk Lead	Inherent Risk Score (before mitigation in place)			Residual Risk Score (current mitigation controls in place)		
			Likelihood	Impact	Overall Score	Likelihood	Impact	Overall Score
R01	<p>There is a risk that the programme may not achieve its full financial and non-financial benefits or return on investment (ROI), or fails to convincingly demonstrate the benefits potential, due to lack of baseline data or evidence of anticipated impacts, and benefits not being well enough defined or articulated which could jeopardise future investment and stakeholder confidence.</p> <p>Mitigated through Programme Managers working closely with the Strategic Finance to progress the articulation and delivery of the programme benefits. A newly appointed PMO Manager in Design & Transformation is doing a review of benefits across priority programmes and will develop an approach to benefits more broadly to ensure a consistent methodology.</p> <p>Planned controls include further development of a benefits tracker and working with services to identify baseline data gaps and agree a process</p>	SS	4	5	20	3	3	9

	to either capture 'as is' on a temporary basis or to escalate to Board level if this isn't possible and why.							
R04	<p>There is a risk that the case for continued investment may not be viewed as sufficiently compelling, as a result of the iterative approach to building evidence of benefits through a test and learn approach. Without further investment, the programme will not achieve the stated benefits and impact.</p> <p>This is mitigated by working with Strategic Finance and stakeholders to share and agree assumption-based modelling with a clear articulation of how confidence levels in benefits realisation will build incrementally. A clear methodology has been established, and benefits are being extrapolated from early findings, scaled, and aggregated to demonstrate programme-wide value.</p> <p><i>Assumptions underpinning benefit projections are clearly defined, refined, and validated as the programme progresses.</i></p>	SS / LF	4	5	20	3	5	15
R05	<p>There is a risk that the programme will not be successful or be able to deliver at pace due to the scale, size and complexity of the change (it involves review and redesign of staffing structures, systems and ways of working within each directorate), potentially resulting in siloed ways of working,</p>	SH	4	4	16	3	3	9

	<p>inefficiencies, and an inconsistent customer experience.</p> <p>Mitigated through robust planning, resourcing, sequencing and delivery. Governance that provides a weighting towards challenge and accountability. Good communication and join up across the Council.</p> <p>Planned controls include defining the programme's scope and forming multi-disciplinary teams to scale up work.</p>							
R07	<p>There is a risk that the programme will fail to implement a large-scale technological system successfully due to organisational immaturity and resources required, causing significant delays and dissatisfaction among users.</p> <p>Mitigated through oversight and governance by the Technical Design Authority and Procurement Board. Application of lessons from Digital, Business and Insights (DB&I) programme. Planned controls include having regular stage gates for any potential large-scale system implementation and using the programme Steering Group and One Transformation Governance as a mechanism to raise concerns and issues and early user engagement and focus on data. The programme is exploring opportunities to enhance existing systems via upgrades and new software releases, reducing the requirement of a large-scale technology implementation.</p>	BN	5	4	20	3	3	9
R09	<p>There is a risk that data is not shared effectively between systems, processes and directorates due to</p>	BN	5	4	20	3	3	9

	<p>lack of integration between legacy systems, causing a distorted customer journey, duplication of effort, and failure to realise programme ambitions.</p> <p>Mitigated through the programme's Digital, Data and Impact workstream which focuses on data elements to support the programme ambition to desired state, including working with colleagues from core functions to use expertise, ensure alignment and identify opportunities for improvement.</p>							
R10	<p>There is a risk that the programme objectives will not be achieved due to lack of internal collaboration and capacity across directorates, potentially hindering the full embedding of the DCOM across the council leading to siloed work, duplication, and ineffectiveness [<i>this risk was shared with R&P Select Committee members at the July meeting under the risk theme of 'Complex Organisational change'</i>]</p> <p>Mitigated through the Programmes SRO providing alignment across core functions and Chief Executive mandating a One Council Approach.</p> <p>Planned controls include dependency mapping with key programme to consider the sequencing of changes to ensure alignment of structural changes and delivery capacity.</p>	SH	3	5	15	3	3	9
R12	<p>There is a risk that the programme will not achieve its objectives because of internal resistance to change, potentially leading to siloed</p>	DT	4	4	16	3	3	9

	<p>work and ineffective implementation of desired changes.</p> <p>Mitigated a dedicated Culture & Change workstream on the programme and effectively communicate the rationale for the programme through the communication and engagement plan, as well as working closely with Organisational Redesign and High Performing Council programmes.</p> <p>Planned controls include engage with key stakeholder and teams involved in a change related to the programme as early as possible.</p>							
R06	<p>There is a risk that the programme will not deliver on time, within budget, and to the expected quality due to scope creep, changes in governance and unclear roles. Potentially resulting in reputational issues and failure to deliver the programme and realise anticipated benefits.</p> <p>Mitigated through having refreshed One Council Transformation governance and strong programme management with clear escalation points to the programme SRO to provide ownership and oversight.</p> <p>Planned controls include the development of the programme's scope and development of clear roles and responsibilities for the programmes Steering Group.</p>	SH	4	4	16	2	4	8
R08	<p>There is a risk that the aims and ambitions of the programme are not well understood or adopted, which could lead to lack of alignment and inefficient use of resources as</p>	SH / DT	3	4	12	2	4	8

	<p>individual directorates procure or design solutions that do not align with the DCOM. <i>[this risk was shared with R&P Select Committee members at the July meeting under the risk theme of ‘Directorate Alignment’]</i></p> <p>Mitigated through a continual review of the programme stakeholder map which feeds into a dynamic communications and engagement plan. Customer Transformation Steering Group supports cross-service alignment and engagement. One Transformation governance and internal protocols governing procurement, as well as the Strategic Design Authority and Technical Design Authority to ensure strategic alignment.</p> <p>Planned controls include the development of a change plan working closely with workstream leads.</p>							
R02	<p>There is a risk that current systems and technology are not used to their full capability, as a result of poor contract management and insufficient resources, capability, and capacity to fully understand and realise system potential. This could restrict our ability to support a seamless customer experience.</p> <p>Mitigated through One Transformation Governance and a dedicated Digital, Data & Impact workstream on the programme with focus on ensuring effective systems architecture across the Council (e.g. working with Digital to understand our current system capability and requirements and identify any duplication or gaps to be able to transform to our desired state).</p>	BN	5	3	15	2	3	6

	Planned controls include working with IT to establish a Product Owner for key customer facing systems (i.e. ticketing systems, phone systems, etc)							
R03	<p>There is a risk that we cannot secure cross-organisational agreement to a financial model that will enable delivery of cashable financial benefit from resources that are dispersed across the organisation, which could jeopardise the programme's ability to meet or exceed its financial benefits.</p> <p>Mitigated through the mechanism of the Steering group and broader Transformation Governance taking accountability for ensuring the right organisational conditions for cross-organisational Transformation.</p>	SS	4	4	16	2	3	6

Initial key:

LM - Liz Mills (SRO)

SH - Sarah Hardman (Programme Director)

SS - Suzanne Sumner (Senior Programme Manager)

LF - Louise Forde (Senior Programme Manager)

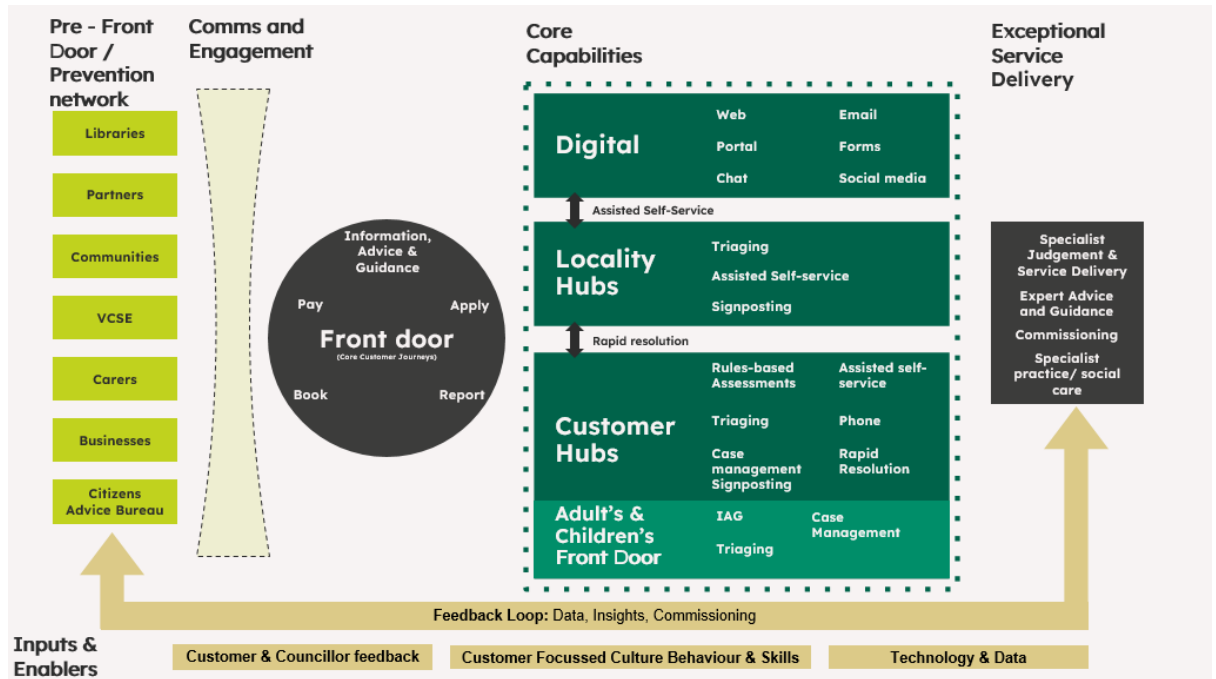
BN - Ben Newsam (Digital, Data & Impact workstream Lead)

DT - Dawn Tomlyn (Senior Change Lead)

*The likelihood is an estimate of the probability that the risk will occur, and the impact is the negative effect that the risk could have on the organisation. Both scores consider any existing controls currently in place to help mitigate and manage the risk from occurring. Once the risk likelihood score and impact score have been determined, they combine to provide an overall risk score (by multiplying the impact

by the likelihood). This allows for a relative ranking of risks and a better focus on prioritising the most significant risks (with resources allocated accordingly).

Appendix 2: Dynamic Customer Operating Model diagram



Appendix 3: Baseline measures

Customer Transformation baseline measures and targets

Our main focus is accurately capturing baseline data. We'll hold a KPI workshop in mid-January 2025 to set targets and improvement actions where we don't have baseline data.

Measure	Target	Baseline	Current	Comments
1. First contact resolution rate	1. 85% - to be signed off	1. 81%	1. 79%	1. Target to be agreed. Performance is likely to fluctuate until the customer hub work is implemented.
2. Average Call Wait time	2. 60-120 secs	2. 77-199 secs	2. 66-103 secs	2. 60 secs for Social care calls and 120 for other calls. Dependant on customer hub improvement work.
3. Reduced repeat/avoidable contact	3. TBD Q4 2025	3. Data not available	3. N/A	3. Building capability to report on this
4. Service Level Agreement (SLA) contact centre	4. 75%	4. 70%	4. 70%	4. 75% non-social care calls answered in timescales (see measure 2)
5. Customer Satisfaction scores (CSAT)	5. See comment	5. Baseline being established	5. 74%	5. Target is being developed
6. Complaints Escalation rates between stages	6. See comment	6. Data not available	6. N/A	6. Working with complaints team
7. Complaints Stage 1 performance against timescales	7. 90%	7. 77%	7. 78%	7. Example given is corporate complaints, also have different targets for CFLL and Social Care
8. Customer Satisfaction with complaints handling	8. TBD Q4 2025	8. Data not available	8. N/A	8. New metric being rolled out by January
9. Customer Effort Score	9. 80%	9. 74%	9. 74%	9. New metric being tested with HappyorNot feedback tool
10. Cost per transaction	10. TBD Q4 2025	10. Data not available	10. N/A	10. Work planned for 2025
11. Response time email	11. 3 working days	11. 5 days	11. 5 days	11. Email response time to be reviewed in line with Zendesk upgrade.
12. Time to resolution	12. TBD Q4 2025	12. Data not available	12. N/A	12. Work planned for 2025
13. Abandonment rate	13. 6%	13. 15.2%	13. 10.2%	13. Looking at changing to measuring a rolling 12 months period as September rates are historically high due Education calls.
14. Customer feedback	14. TBD Q4 2025	14. Data not available	14. N/A	14. Being developed – volume/action
15. Social Media Sentiment Analysis and response time	15. TBD Q4 2025	15. Data not available	15. N/A	15. Being developed
16. Projecting costs incurred vs actual costs (cost avoidance)	16. TBD Q1 2025	16. Data not available	16. N/A	16. Work planned for 2025
17. Baseline costs vs actual costs (efficiency target; recruitment and agency costs)	17. TBD Q1 2025	17. Data not available	17. N/A	17. Work planned for 2025
18. Cost per channel	18. TBD Q1 2025	18. Data not available	18. N/A	18. Work planned for 2025
19. Online uptake for Key transactions	19. 85%	19. 81%	19. 82.9%	19. Some improvement work is already underway

TBD = to be determined; NA = Not available at present

