

DIGITAL OPERATING MODEL – DESIGN PHASE IMPLEMENTATION PLAN

FEBRUARY 2017

CONTENTS

This document forms part of the core deliverables for the Bedford Borough 2020 Digital Operating Model (DOM) Design Phase. The key findings from the project are summarised in the Executive Report. This design document should be read in conjunction with the DOM Design and DOM Business Case in order to gain a complete view of the proposed digital transformation.

Section	Page	Section	Page
Contents	2	4. Implementation Roles & Resources	17
1 Overview	3	4.1 Capability	18
2 Implementation Approach	4	4.2 Activities	19
2.1 Principles	5	4.3 Roles & Resources	20
2.2 Methodology	6	4.4 Programme Governance Summary	21
2.3 Delivery Roadmap	7	4.5 Governance Boards	22
2.4 What does a release look like	8	5 Implementation Risks	23
2.5 Planning Assumptions	9	5.1 Technology Risks	24
3 Implementation Plans	10	5.2 Operational Risks	25
3.1 Plan on a Page	11		
3.2 Plan: Governance	12		
3.3 Plan: Procurement	13		
3.4 Plan: Organisation Change	14		
3.5 Plan: Build	15		
3.6 The First 90 days	16		

1. OVERVIEW

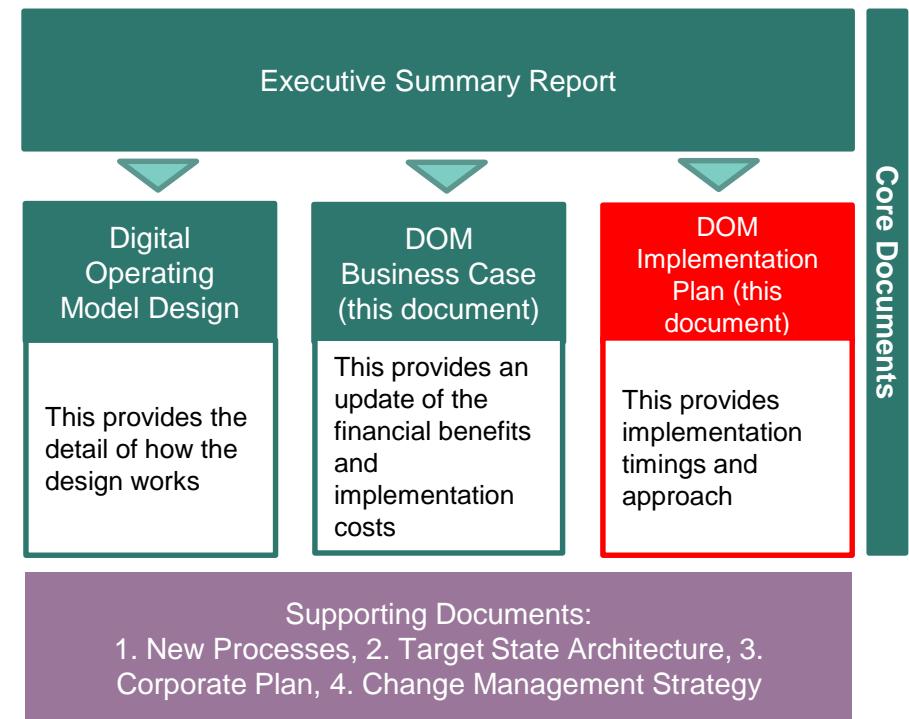
The purpose of the Digital Operating Model (DOM) Implementation Plan is to set out the plan for the delivery of the DOM. This includes principles, approach, assumptions, resources, governance and risks associated with implementing the DOM.

What the Implementation Plan covers

The Implementation Plan provides detail on how and when the DOM will be introduced. This includes:

- Implementation principles and approach
- Delivery approach for IT development to enable many of the changes
- Indicative view of the order of change across the back and front office services
- Timing and order of activities
- Roles and resources required to implement the DOM
- Governance arrangements
- Key risks and mitigating actions

Important to note: this is a dynamic plan that will be refined during the months of February and March. In particular the plan needs to ensure there is sufficient review and approval time for key milestones and outputs throughout the lifetime of the programme. There are likely to be some refinements to the Plan once the supplier of the Digital Platform is on board.



The core documents are available and can be found at:

<http://www.bedford.gov.uk/DOM>

The supporting documents will be available on the same link from Monday 20th February.

DIGITAL OPERATING MODEL – DESIGN PHASE IMPLEMENTATION PLAN

2. APPROACH

2.1 PRINCIPLES

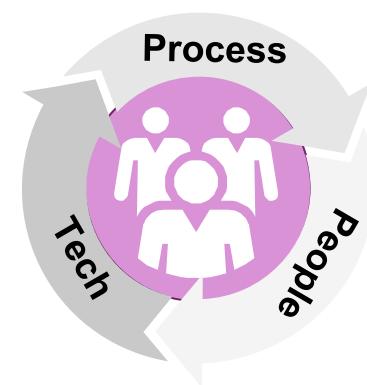
We have collaboratively developed implementation principles through planning workshops, drawing on lessons learnt and building on best practice. The following implementation principles underpin the delivery of the DOM.

BENEFITS LED	Delivery will focus on releasing benefits as early as possible, whilst maintaining quality of service
HOLISTIC DESIGN	A holistic and rounded view of the new organisation, services and supporting technology will be central to the implementation of change
STEPPED DELIVERY	Change to achieve the holistic design will be introduced through stepped delivery. Stepped change delivery will be implemented through releases will be enabled through Agile development that brings together organisational change, service construction and technology development
TECHNOLOGY AS AN ENABLER	Technology will be used to enable the transformation of the business. Technology will support, not dictate, the organisational change
USER INFORMED SOLUTIONS	User involvement in the design and development of new solutions will facilitate the adoption of change. It will ensure the appropriate attention is paid to the user experience
CLEAR, REGULAR COMMUNICATION & REVIEW	Clear and regular communication, both internally and externally, will underpin implementation and help to drive the right behaviours. Sufficient review time to be incorporated into all key milestones.
PRIORITISED SERVICE INTRODUCTION	Prioritisation of services to be constructed and implemented will be undertaken based on the benefits they enable, the organisational design that can be completed and the readiness of the technology
COLLABORATIVE PARTNERSHIP	Implementation will bring together the best skills and experience from Bedford Borough Council and its partners, who will work together as a collaborative team

2.2 METHODOLOGY

To implement the DOM and achieve organisational change we will introduce change in steps, informed by the holistic design, so that change is achieved gradually rather than through a ‘big bang.’ This means change is more likely to be successful and benefits are realised throughout the programme rather than at the end.

- Implementation of the DOM will require a great deal of change, over a long period of time
- Change must be made across a number of different areas and these must come together for the change to be coherent and successful
- The best way to ensure that change is successfully delivered in a manageable and controlled way is to introduce it in steps, rather than as one ‘big bang’ – DOM implementation is based on regular change steps in accordance with the agreed Change Management Strategy
- While the change will be implemented through steps, and the change will be gradual, the overall change will be informed by a clear view of the holistic DOM design for Bedford Borough Council
- Each step change the Council makes, will be referred to as a ‘release.’ Each release will bring together change across three areas – people, processes and technology
- The technology that will be developed to support the changes – referred to as the ‘Digital Platform’ – will be produced using a development methodology known as ‘Agile’
- Agile allows business requirements to be developed and completed in small increments as they become complete and ready for use. Using this approach, business change can be completed without delays or dependency on a long development process
- Using this approach we will be able to get to a testable product faster, which allows time for refinement and improvement before it is made available to the end users



2.3 DELIVERY ROADMAP

The table below contains the front line service areas, whose contact, assessment, strategic and support/enabling activity will be transformed, along with the enabling and strategic services. These have been prioritised based on the benefits that can be released, the risk associated with implementation, along with speed and complexity to implement. The ordering of services is indicative and will be updated when the Release Strategy is created. It should be noted that there will be a time lag from when technology goes live to when benefits can be realised (3-6 months). This is a dynamic plan that will need to be refined during February and March. In particular the plan needs to ensure there is sufficient review and approval time for key milestones and is likely to need further refinement when the Systems Integrator is appointed.

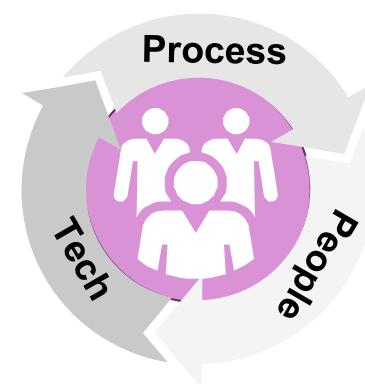
Financial Year (FY)	Release	Front Line Services	Enabling & Strategic Services	Benefit (from baseline at the end of year)
FY17/18	1	Core Digital Platform: The initial build and integration of the technical components that will make up the Digital Platform. The build of the Core Digital Platform will allow specific functionality to support the new services to be developed	<ul style="list-style-type: none"> Strategic Procurement & Commissioning Personnel Services (Phase 1) Internal Audit Democratic & Administration Services Public Health (Phase 1) 	£1,974,000 ¹
FY 18/19	2	<ul style="list-style-type: none"> Environment – Environment 	<ul style="list-style-type: none"> Financial Control Corporate Finance & Pension Fund Economic Growth & Property Intelligence, Strategy & Communications Personnel Services (Phase 2) 	£3,901,000
	3	<ul style="list-style-type: none"> Planning - Environment Regulatory Services - Environment 		
	4	<ul style="list-style-type: none"> Benefits - Customer Community Welfare - Customer Revenues - Customer Housing Options & Homelessness - Customer Customer & Community Engagement – Customer Archives & Records – Customer 		
FY19/20	5	<ul style="list-style-type: none"> Parking - Environment Client & Public Transport - Environment Highways – Environment Registration & Licensing – Law & Corporate Governance 	<ul style="list-style-type: none"> Technology Legal Public Health (Phase 2) 	£4,527,000
	6	<ul style="list-style-type: none"> Fostering & Adoption – Children's School Support Services – Children's SEND – Children's Early Help, Early Years & Education Welfare – Children's Adult Social Care – Adults' 		
	7	<ul style="list-style-type: none"> Children's Social Care – Children's Adult Social Care – Adults' 		

¹ This benefit number includes additional savings from leadership

2.4 WHAT DOES A RELEASE LOOK LIKE?

As highlighted earlier, releases will focus on stepped changes to process, people and technology (tech) so that the required business change accompanies the technology change. The interventions required in services will be different but will follow a similar flow of Design, Implement and Optimise as outlined below.

Process	1. Design	2. Implement	3. Optimise	People	1. Design	2. Implement	3. Optimise
	1.1. Assess impact of technology on process 1.2. Design new end to end procedures 1.3. Develop performance management scorecard 1.4. Measure baseline and calculate benefits				1.1. Create job descriptions for new roles 1.2. Understand training requirements 1.3. Develop training and on-boarding materials for new roles/teams. 1.4. Create competency development plan 1.5. Initial internal communications about changes and impact		
	2.1. Performance management in line with new scorecard and competency framework				2.1. Roll-out cultural 'hacks' to change behaviours 2.2. Train and on-board staff 2.3. Run launch events for key go-lives/releases 2.4. Ongoing internal communications around changes		
	3.1. Track and address non-compliance with processes and procedures 3.2. Adapt and improve processes and procedures 3.3. Track performance of staff using performance scorecard 3.4. Monitor benefits and realise savings				3.1. Measure performance of initiatives 3.2. Celebrate success stories 3.3. Identify development opportunities in-line with competency framework		
Technology	1. Design	2. Implement	3. Optimise				
	1.1. Understand and define integration needs 1.2. Define data architecture and management approach 1.3. Design functionality, "look and feel" of components with end users 1.4. Design architecture, including transition states						
	2.1. Build new components iteratively and test with end users 2.2. Release into live operation						
	3.1. Use analytics to measure success 3.2. Introduce improvements through scheduled release process						



2.5 PLANNING ASSUMPTIONS

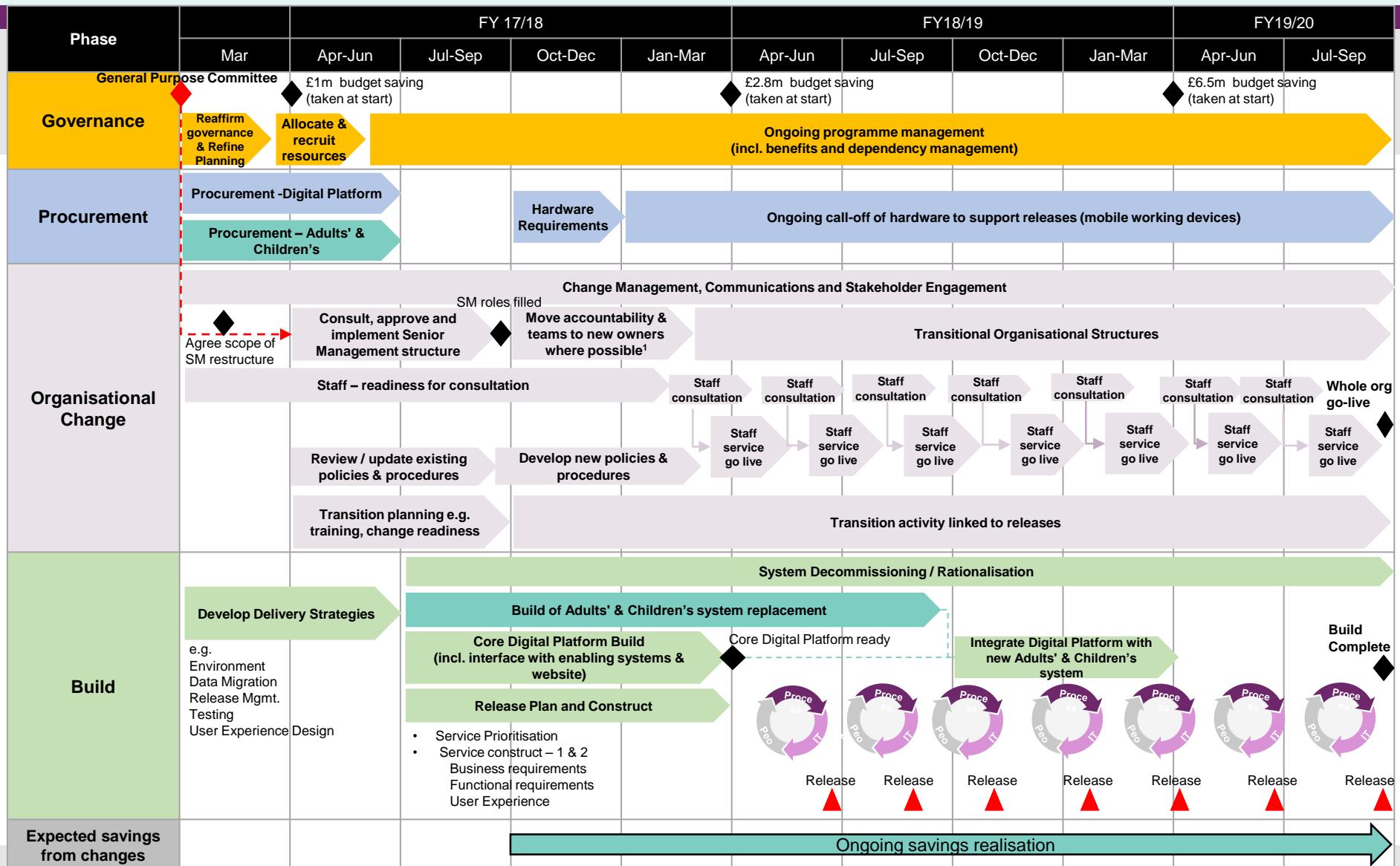
The Digital Operating Model Implementation Plan has been constructed based on the following assumptions, developed during the Design Phase of the DOM.

Governance	<ul style="list-style-type: none">• Governance for DOM Implementation will align under the Bedford Borough 2020 structures and arrangements and will make use of established bodies such as the Executive and Management Team.• Reaffirm the programme governance arrangements will be conducted to ensure they comprehensively meet the needs for DOM implementation
Procurement	<ul style="list-style-type: none">• The procurement of the Digital Platform, the technology that will enable change, will be procured preferably as one product from a single provider, via G-Cloud (a public sector procurement framework with preapproved providers and services which can speed up the procurement process)• Procurement of the Digital Platform will start immediately upon approval of the Business Case• Implementation of the DOM is heavily dependent on the potential re-procurement of the Adults' and Children's case management systems. Holistic design and implementation will involve providing technical and interface specifications from the Digital Platform to enable integration
Organisational Change	<ul style="list-style-type: none">• The Senior Management organisational design implementation will progress immediately (subject to Bedford Borough Council consultation and approvals processes)• Where possible, accountabilities and existing teams will move under their new owners once top tier management are in post• For all other staff, change will coincide with the Release Strategy, rather than a notification to the whole Council at the outset
Build	<ul style="list-style-type: none">• Final service prioritisation will be determined through an assessment of the benefits they release, the risk associated with implementation, along with speed and complexity to implement. The availability of supporting ICT will also influence how services will be addressed• The potential re-procurement of the Adults' and Children's case management systems will move related services into the latter part of the implementation (year 3)• The technical elements of the build plan – particularly relating to the core Digital Platform, will be revisited following the procurement exercise to make sure it aligns with the plans submitted by the selected supplier

DIGITAL OPERATING MODEL – DESIGN PHASE IMPLEMENTATION PLAN

3. IMPLEMENTATION PLANS

3.1 PLAN ON A PAGE



¹The move of accountability and teams to new Senior Manager structure is a complex process that needs to be worked through in more detail in the coming months

3.2 PLAN: GOVERNANCE

The key governance activities are as follows:

Phase	FY 17/18					FY18/19				FY19/20	
	Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
General Purpose Committee	◆	£1m budget saving (taken at start)				◆	£2.8m budget saving (taken at start)			◆	£6.5m budget saving (taken at start)
Governance	◆ Reaffirm governance & Refine Planning	◆ Allocate & recruit resources	Ongoing programme management (incl. benefits and dependency management)								

What activities need to be performed?

Reaffirm governance as part of the Digital Operating Model approval process

Recruit the Programme Team to manage the successful delivery of the DOM

Ongoing management of the programme, including benefits and dependency management

Why is this important?

The DOM Implementation will be part of the wider Bedford Borough 2020 Programme. The incremental delivery of change, through agile sprints and releases depends upon solid, unambiguous governance.

The Programme Team must be adequately and appropriately resourced from the outset to ensure the pace of delivery is maintained from the Design Phase

To ensure effective programme management, dependency management and ensure the benefits are realised

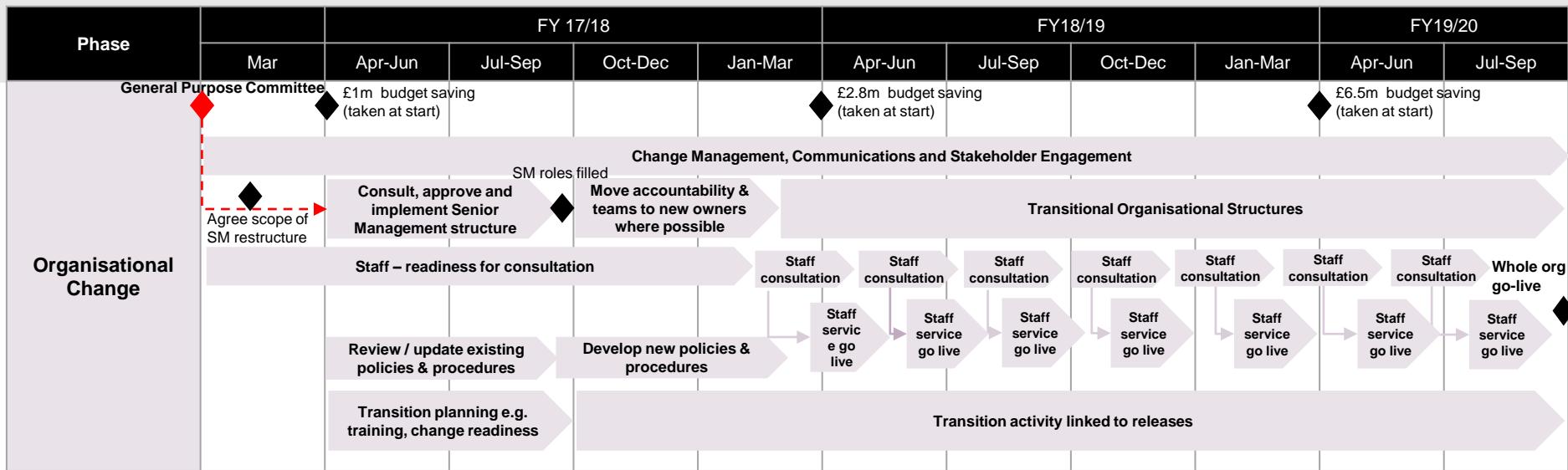
3.3 PLAN: PROCUREMENT

The key procurement activities are as follows:

Phase	FY 17/18					FY18/19				FY19/20	
	Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
General Purpose Committee	◆	◆ £1m budget saving (taken at start)				◆	◆ £2.8m budget saving (taken at start)			◆	
Procurement	◆	◆ Procurement -Digital Platform			◆ Hardware Requirements	Ongoing call-off of hardware to support releases (mobile working devices)					
Procurement – Adults' & Children's											
What activities need to be performed?	Why is this important?										
Procurement of the Digital Platform	A three month window to procure is based on a G-Cloud procurement route. The soft market testing strongly suggested that this route could be successfully used. Preparation through March to start procurement in April is vital to enable the build to proceed in a timely manner										
Input to the potential re-procurement of the Adult and Children's systems	The potential re-procurement of the Adults' and Children's case management system is out of scope of the DOM Implementation plan, however there are dependencies which will be managed by BB2020 Programme, with both DOM and BB2020 Programmes sharing technical specifications and interface standards to enable subsequent integration										
Define the future hardware requirement	The future hardware requirements must be defined to enable a suitable procurement route to be identified or established. The requirements are likely to relate to the devices required to enable flexible working. The ongoing BBC hardware refresh programme should be suspended until the requirements are established										

3.4 PLAN: ORGANISATIONAL CHANGE

The key organisational change activities are as follows:



What activities need to be performed?

Implement the Senior Management Structure and move accountabilities where appropriate

Targeted staff consultation based on the Release Plan and the introduction of new services

Policies and procedures (predominantly HR – to enable new ways of working)

Transition activities

Why is this important?

Putting the Senior Management Structure in place will contribute to the year 1 benefits and enable detailed design for all staff by new directorate

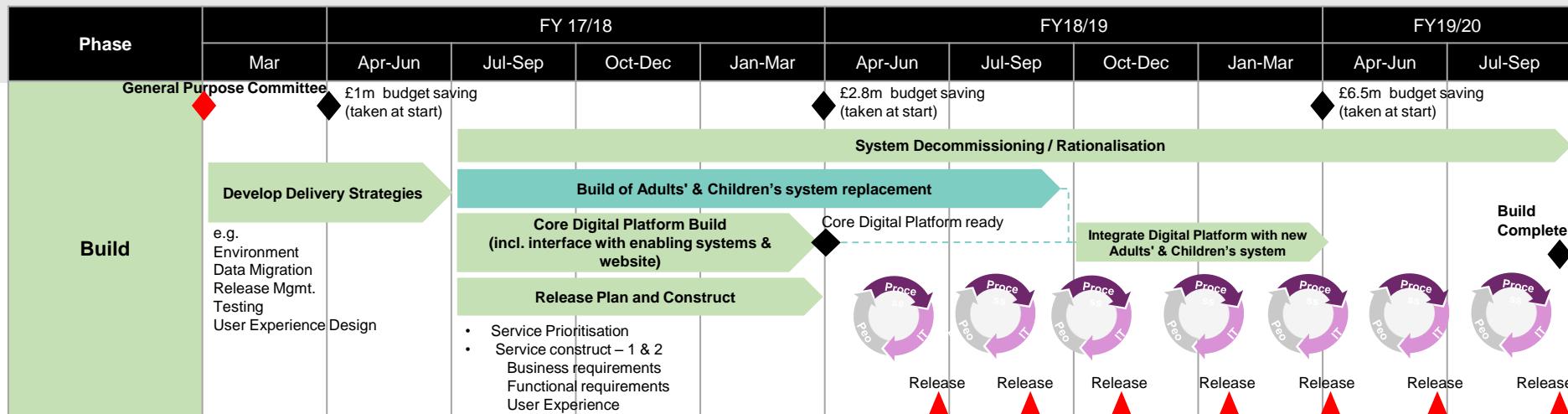
Staff consultation will be undertaken in an incremental manner to reflect the build of new services. Only those staff that will be affected by the changes in a particular release will be targeted

Bedford Borough Council policies and procedures must be updated to reflect new ways of working, with new ones developed where necessary

Specific transition activities are required to support each release, such as training in the new business process and supporting technology

3.5 PLAN: BUILD

The key build activities are as follows:



What activities need to be performed?

Develop delivery strategies to inform the build approach

Release plan

Core Digital Platform Build

Functionality Release

Why is this important?

This must be done as early as possible as it will inform many aspects of the build stage, including the rounds and types of testing and the number and type of environments

This will bring together the business process, people and technical aspects of the change. The scope of the releases will inform the planning for staff consultation

The initial build and integration of the technical components that will make up the Digital Platform. The build of the Core Digital Platform will allow specific functionality to support the new services to be developed

Activities such as content migration, business process engineering, organisational business change and legacy system updates will combine to form a tangible release with clear business benefit

3.6 THE FIRST 90 DAYS

The key activities for the first 90 days of the Digital Operating Model, assuming a start on the 1st March 2017, have been captured below across the four key areas of the plan. Focus on these activities will drive momentum for the implementation and enable the programme to get off to a strong start.

	KEY ACTIVITY	KEY OUTPUTS
Governance	<ul style="list-style-type: none">Refresh the review cycle between suppliers and the Council factoring in to all future deliverables and milestones.Write role profiles for Bedford Borough Council resources for the Programme Team, recruit resources	<ul style="list-style-type: none">Bedford Borough Council resources for Programme Team in post
Procurement	<ul style="list-style-type: none">Produce the requirements for the Digital Platform ProcurementDevelop the requirements for the potential re-procurement of Adults' and Children's case management systems, including the interface standards for the Digital PlatformDevelop the evaluation criteria to be used during the procurement exerciseStart the procurement for the Digital Platform	<ul style="list-style-type: none">Digital Platform requirements documentedAdults' and Children's case management system requirements documentedEvaluation criteria agreedProcurements started
Organisational Change	<ul style="list-style-type: none">Report on the new Senior Management Structure to General Purpose CommitteeStart the consultation for the new Senior Management StructureIdentify Change ChampionsTraining Needs Analysis for the Council to adapt to new ways of working – including leadership teamStart the review of relevant policies and procedures (predominantly HR)	<ul style="list-style-type: none">General Purpose Committee approval to proceedSenior Management Consultation process underwayTraining Requirement understoodPolicies and Procedures to support new ways of working under construction
Build	<ul style="list-style-type: none">Develop the detailed Release PlanDevelop the key strategies to inform the Build Process, in particular the User Experience Design, Test, Data Migration Strategies	<ul style="list-style-type: none">Completed Release PlanUnderstanding of how Digital Platform will be constructed

DIGITAL OPERATING MODEL – DESIGN PHASE IMPLEMENTATION PLAN

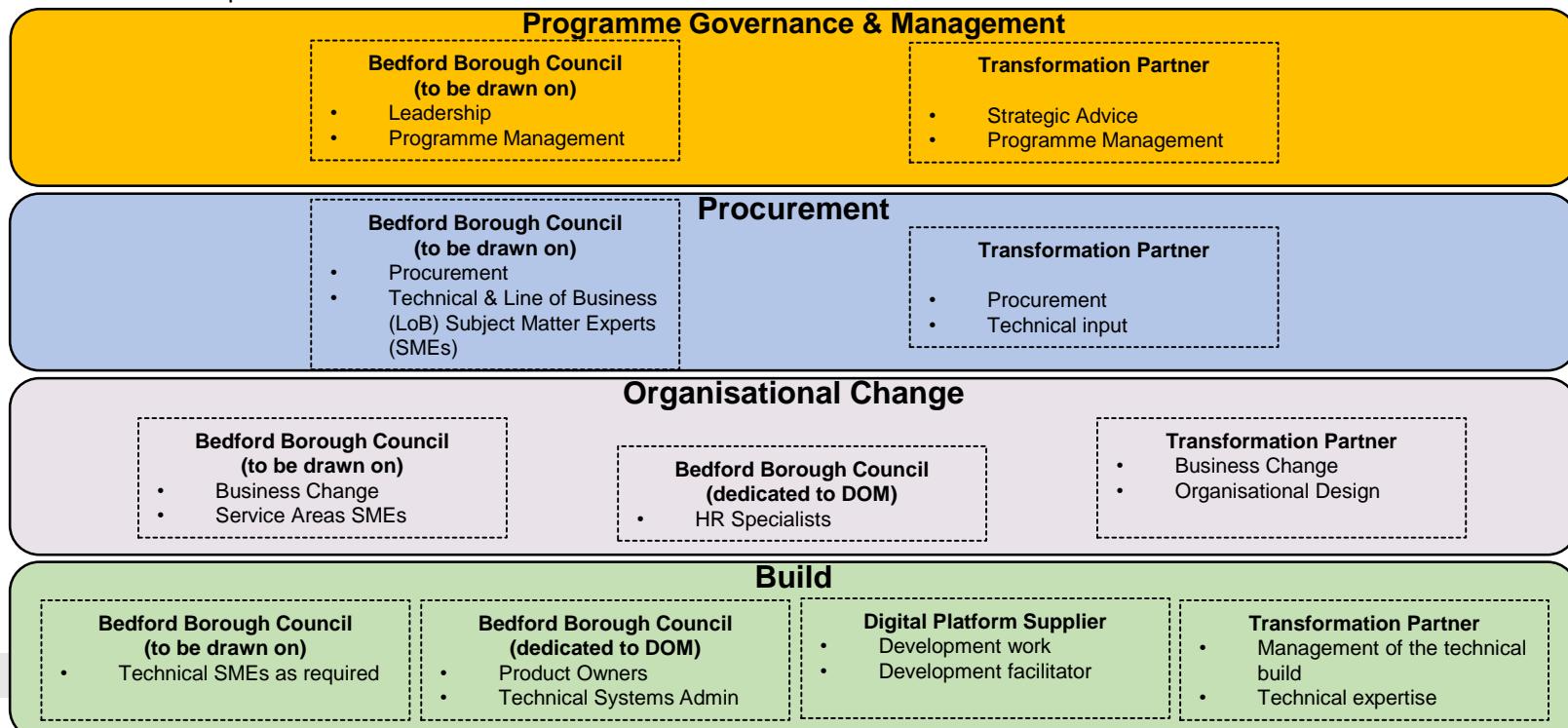
4. IMPLEMENTATION ROLES AND RESOURCES

4.1 CAPABILITY

In order to deliver all aspects of the DOM, including introducing new organisational structures and implementing the enabling Digital Platform technology, a coherent, integrated DOM implementation team must be assembled under the Bedford Borough 2020 Programme. The Implementation Team will include:

- Backfill of Council staff that are seconded to the Programme
- Dedicated Implementation team support, over and above Council PMO team
- Dedicated Additional Implementation team support, over and above Council secondees
- Specialist Technology Implementation support

This approach will ensure a range of skills and capabilities is applied to effectively manage the implementation of the DOM and the programme will benefit from internal Bedford Borough Council knowledge and experience, combined with experience of external transformation experience



4.2 ACTIVITIES

The activities required to implement the DOM are itemised below, listed under the Council that is best place to deliver them. The Joint Transformation Partner's activity is divided between business change activities and management of the technical build. Some activities will be jointly delivered by both Council resources and external partners.

Bedford Borough Council	Joint Transformation Partner		Digital Platform Supplier
	Business Change	Technical Build Management	
<ul style="list-style-type: none"> • Leadership, vision & governance • Design Authority • Procurement • Programme Management & Programme Management Office • Organisation Design & Human Resources (HR) • Workforce Development • Stakeholder Management • Business Change • Benefits realisation • Communications • Policy Development • Information Communications Technology (ICT) • Finance • Training • Technical Architectural Design & Governance • Customer Experience Design • Web Content Design & Development • Information Architecture & Data Migration Strategy 	<ul style="list-style-type: none"> • Benefits Realisation • Programme Management • Dependency management • DOM Construct & Implement • Business Change • Business Transition Planning and Cut Over • Training Strategy • Training Delivery 	<ul style="list-style-type: none"> • Procurement support (as required) • Client side management of the digital platform supplier • Business process re-engineering/requirements (Contact, Assessment, Strategic & Enabling) • Delivery management of all solution releases • Technical Architectural Design & Governance • Customer Experience Design • Web Content Design & Development • Information Architecture & Data Migration Strategy • Testing Strategy • Testing management 	<ul style="list-style-type: none"> • DOM Platform design, configuration build & test • Technical installation, transition and development. • Development of new system functionality • Design and development of integrations. • Systems & Unit testing • Provision of documentation and appropriate hand over • Training Delivery • Execution of the transition plan

4.3 ROLES AND RESOURCES

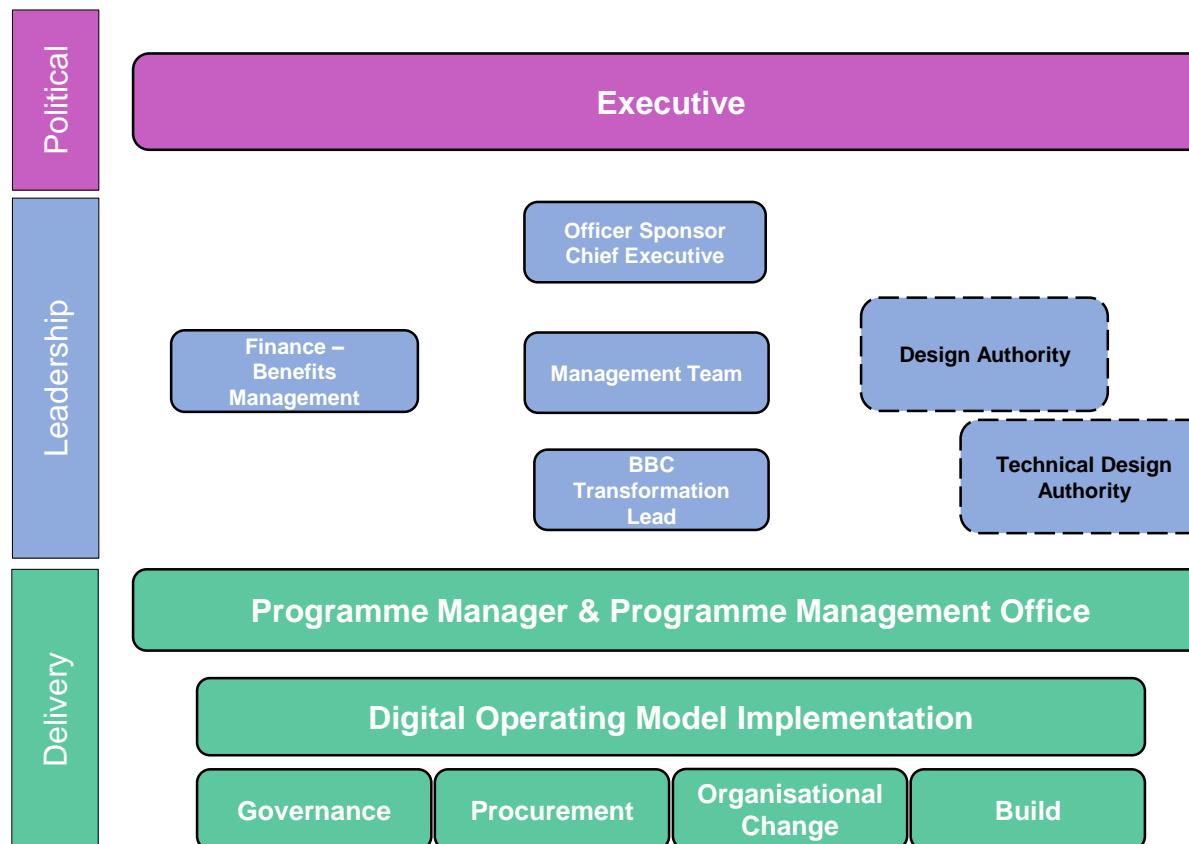
DOM implementation will be a collaborative effort, with Bedford Borough Council providing a number of roles for a joint working team. The Transformation Partner can resource flexibly across all the roles required in an agile team and will ensure delivery remains on track to achieve the desired benefits. The roles required are split across business change and technical build activities.

Bedford Borough Council		Joint Transformation Partner	
Technical Build Support	Business Change	Technical Build Management	Business Change
<p>Roles required:</p> <ul style="list-style-type: none">Product Owners¹ to sign off the technical releasesTechnical system administrators over the life of the programme, to flex depending upon the systems/point in the programmeTechnical Subject Matter Experts (SMEs) to be called upon through the life of the ProgrammeBusiness Intelligence SMEs	<p>Roles required:</p> <ul style="list-style-type: none">Human Resources SMEsStakeholder and Communication ManagementSMEs from across the business to advise on process/service constructionBusiness ChangeProgramme Management & Programme Management Office (PMO)Benefits Management	<p>Roles required:</p> <p>Technical Lead</p> <p>Architecture:</p> <ul style="list-style-type: none">Solution ArchitectIntegration Architect <p>Process:</p> <ul style="list-style-type: none">Process analysts <p>Design:</p> <ul style="list-style-type: none">User Experience SMEContent AuthorBusiness Intelligence SMETechnical Release Manager	<p>Roles required:</p> <ul style="list-style-type: none">Programme ManagementDedicated Programme SupportBusiness ChangeOrganisational DesignProcess analysts

¹Product owners are responsible for definition of requirements put forward to be developed for their service

4.4 PROGRAMME GOVERNANCE SUMMARY

The Digital Operating Model Implementation will be part of the wider Bedford Borough 2020 Programme. The governance arrangements for DOM implementation will build on the structures put in place for the Design Phase.



4.5 GOVERNANCE BOARDS

The table below sets out a summary of the current Governance arrangements.

Level	Terms of Reference	Frequency	Escalation Path	Members
Executive	<ul style="list-style-type: none"> Strategic direction Accountable for the programme's benefits Monitor programme delivery against goals Ultimate strategic design decisions Escalated high risks to identify management actions Policy and external stakeholders management 	To meet as appropriate	-	Members of the Executive
Chief Executive as Officer Sponsor	<ul style="list-style-type: none"> Day to day implementation and monitoring within officer delegation 	Weekly	Executive	Philip Simpkins
Management Team	<ul style="list-style-type: none"> Day to day decision making 	Weekly	Chief Executive	Management Team
Design Authority	<ul style="list-style-type: none"> Ownership of the overarching design Evaluate and make design decisions Recommend design options to STB for strategic issues 	Weekly and as required	Chief Executive	See full Terms of Reference
Technical Design Authority	<ul style="list-style-type: none"> Ownership of the technical design Evaluate recommendations and make technical decisions Ensure scalable, flexible, and supportable cost effective solutions and applications of technology 	Weekly and as required	Design Authority	See Full Terms of Reference
Programme Manager & PMO	<ul style="list-style-type: none"> Responsible for the programme delivery, managing progress, issue and risk management Benefits realisation Programme budget management Partner management Internal and external communications 	Weekly and as required	Chief Executive	See full Terms of Reference

DIGITAL OPERATING MODEL – DESIGN PHASE IMPLEMENTATION PLAN

5. IMPLEMENTATION RISKS

5.1 TECHNOLOGY RISKS

Initial programme risks have been identified which would have the largest impact to the programme if left unmitigated. These risks have been developed as a result of stakeholder engagement during the project.

Risk	Likelihood	Impact	Mitigation
The technology for the Digital Platform hasn't been selected yet so there is a risk the plan (currently based on assumptions of procuring a single platform solution) may need to be revised. This could also happen if the products turn out to require more work than expected which could generate additional cost, delays and/or failure to realise benefits.	L	H	<ul style="list-style-type: none">Careful selection of the supplier during the procurement phase to ensure products fully meet the requirementsEnsure the requirements (and evaluation criteria) support the vision for a digital platform that can compile and analyse data from a range of systems and channelsInclude a Proof of Concept as part of the procurement exercise so that capability of products can be demonstratedBe realistic and not overly ambitious in the implementation plan and allow a week lead time for re-plan between end of procurement and start of build
Integration with lines of business will be dependent on multiple suppliers' availability and collaboration, some of which are expected to be difficult.	L	H	<ul style="list-style-type: none">Engage early with suppliers to confirm available interfaces and potential costs or workaroundsVerify suppliers contract to check what level of ownership on the data the Council has and the lead time they requireKeep existing design of the platform to include an ETL (extract, transform, load) solution so we can request a data dump from the suppliers that we can integrate to
Social Care integration has not been fully implemented in other Councils so may turn out to be limited in the scope we can deliver, hence limiting benefits.	M	H	<ul style="list-style-type: none">Provide requirements for the potential re-procurement that has already started so we can steer selection to make integration easierPrepare for SSO (Single Sign-On) to the back end systems as a minimum

5.2 OPERATIONAL RISKS

Initial programme risks have been identified which would have the largest impact to the programme if left unmitigated. These risks have been developed as a result of stakeholder engagement during the project.

Risk	Likelihood	Impact	Mitigation
Retention of key capabilities during a potential extended period of uncertainty and consultation .	M	H	<ul style="list-style-type: none"> Ensure robust and open communications strategy and clear transition plans for each service are in place with owners assigned Ensure Role Mapping and Transition activities capture current employee knowledge and practices in as much detail as possible within the timeframes available Where possible, start recruiting for new talent immediately and explore all recruiting alternatives Accelerate development/opportunities for existing staff
The large scale of organisational change could impact the delivery of business as usual activities	H	H	<ul style="list-style-type: none"> Clear ownership of Transition activity and management of BAU vs. Transition activities
End state ways of working and practices not being fully adopted and embedded within the services	M	H	<ul style="list-style-type: none"> Detailed implementation plans which are regularly tracked with risks and issues raised and mitigated Clear communication and tracking of new ways of working Focus on training and development of staff to enable them to fully adopt new ways of working
Cultures and behaviours do not change and subsequently the full benefits of new ways of working are not realised	M	H	<ul style="list-style-type: none"> Comprehensive change management and engagement plan with an approach to measure, report on and enact a change in cultures and behaviours Effective communication and stakeholder management throughout the programme Clear buy in and sponsorship from all leaders within the Council
The required digital take up from residents for online services is not realised, or takes too long to reach targets and generate the required efficiencies from the digital platform	L	H	<ul style="list-style-type: none"> Launch effective marketing and advertisement campaign alongside implementation, there will be an agreed time period between going live with technology and realising the benefits Make effective provisions for Assisted Digital services User experience to form key part of implementation to implement digital solutions that are simple, easy to use and provide an excellent customer experience