

Easy@York

This is currently one of York's most complex and demanding programmes of change. The board's main focus is the delivery of a successful programme. To ensure that opportunities were maximised and risks minimised it introduced a culture of active management, which expected that things would go wrong and planned for them.

At the Member training session in June Tony Marvell the then programme manager gave an example of how this worked in practice:

At a critical stage of the project they needed to move ahead with the development of the new office accommodation in Little Stonegate however there was a significant risk in committing money and time as the lease remained unsigned. This situation meant that there was a very real possibility that the project would need to be put on hold delaying the go live date and the programme as a whole. The risk was one that they had analysed as part of their risk based approach to project delivery and formed part of the programme risk register. Through taking this approach they felt confident that they could mitigate the risk and decided to go ahead with the project ensuring that the Council could open the centre at the earliest opportunity.

This example reinforces the message that where risk management is embedded into the management culture the organisation is more likely to become more risk seeking and take full advantage of opportunities that may arise as it is confident that it understands and can manage all the risks that face it. A full copy of the programme risk register is attached at Annex 2

Re-Commissioning Home Care

At the same Member training session Keith Martin (Head of Adult Services) discussed with Members the benefits of taking a risk based approach to change management in relation to re-commissioning of home care. The following are the key points from his presentation:

Key drivers

- National policy - health, well being & independence
- Performance - commissioning and provision
- Partnerships with Health & voluntary Sector
- Demographic pressure on demand
- Expectation of diversity in provision
- Locality focus
- Gershon & social care efficiencies

Key Risks in change management

The Risk	The mitigation
• Impact on customers by change of care provider	• Communication with customers, members, flexibility
• Impact on staff from change of terms & conditions	• Consultation, individual & group, TU involvement;
• Reputation, through adverse publicity;	• Press releases, features;
• Legal challenge from provider agencies or staff	• Procurement procedures; partnership working
• Financial- through consultation process or timetable delays	• Project planning & contingency arrangements
• Delivery of current services through period of uncertainty	• Speedy resolution of issues & implementation

Added Value

- Better planned and managed programmes and projects
- Supports a culture of active management
- Allows the taking of calculated risk to optimise opportunity
- Reduces the likelihood of things going wrong and the risk of reputational damage