

**Committee:** Financial Monitoring Task Group

**Date:** 29 August 2019

Wards: All

**Subject:** Customer Contact Programme (2015-2018) Lessons Learned

Lead officer: Sophie Ellis (Assistant Director Customers, Policy & Improvement)

Lead member: Cllr Mark Allison

Contact officer: Susan Grounds (Corporate Programme Officer)

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**Recommendations:**

A. Discuss and comment on the report

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**1 PURPOSE OF REPORT**

1.1. This report provides the Financial Monitoring Task Group with the Lessons Learned report for the Customer Contact Programme (2015-2018).

**2 DETAILS**

2.1. As part of the council's methodology for project management, projects are required to undertake a lessons-learned review as part of closing the project down.

2.2. On 20 March 2019 the Overview and Scrutiny Commission received a report following the conclusion of the Customer Contact contract. The Commission requested that officers present to the Financial Monitoring Task Group the lessons-learned report for this programme.

2.3. The report considered by the Commission in March sets out in detail the work of officers in monitoring and bringing the contract to a close and therefore this report does not revisit this but focuses solely on the lessons taken from the review of the programme.

2.4. The review was undertaken by the council's Corporate Programmes Officer who interviewed 16 stakeholders and reviewed project documentation to draw conclusions on what lessons could be learned.

2.5. The resulting report was considered by the Customer Contact Programme Board and the Merton Improvement Board. To ensure that lessons from the programme are learned, a log is maintained by the Continuous Improvement team and disseminated through DMT's and on the Council's internal Project Management site. The Merton Improvement Board has also asked that these lessons are flagged to managers of new projects.

2.6. In considering the lessons put forward, it has been noted that projects and programmes of this scale and with this level of ambition are likely to encounter challenges. IT projects in particular involve a significant degree of uncertainty and therefore improvisation and flexibility over the term of the project is likely to be required.

- 2.7. It may not be possible to completely eliminate these risks as the council continues on its improvement journey, and so it is important that our learning focuses on how to mitigate against these when they almost inevitably arise.

### **3 ALTERNATIVE OPTIONS**

- 3.1. Not applicable.

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1. Sixteen stakeholders of the programme were involved in the development of the lessons-learned report.
- 4.2. The Customer Contact Programme Board and Merton Improvement Board were involved in the development of the lessons-learned report and discussion on how the lessons arising could be disseminated to the organisation.

### **5 TIMETABLE**

- 5.1. Not applicable.

### **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 6.1. Contained within the appended report.

### **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. Not applicable.

### **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 8.1. Not applicable.

### **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. Not applicable.

### **10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 10.1. Not applicable.

### **11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

- Customer Contact Programme (2015-2018) Lessons Learned Report

### **12 BACKGROUND PAPERS**

- 12.1. Report to Overview and Scrutiny Commission 20 March 2019