Appendix C – FTP Risk Register

Below is the extract from the current Risk register in use in the Future Tandridge programme including the latest mitigation action updates, including new risks added since the last committee update.

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
1	Organisation Develop-ment	The Council will lose key staff that it would prefer to retain resulting in a further deficit of capability and capacity to deliver the Councils priorities.	12	Consider ways of retaining key staff and formulate a plan to prevent/reduce the loss of these key members of staff during the transition, this relates to the Organisational Development/change management stream of work in the FTP	Key staff identified and approach to be developed HR/EMT. Key officer forum set up and meeting regularly. EMT developing a plan to address potential loss of these key staff during the transition. KOF working with EMT on improvement projects	In prog	9	David Ford - TOMDG
2	Stakeholder engagement	Members are not sufficiently engaged and/or will not support key issues which emerge from the FTP.	12	Engage Committee Chairs in service review emerging proposals.	Early engagement with Leader & S&R Chair / Vice Chair to seek feedback and answer questions in preparation for committee meetings.	Complete	8	

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				Member engagement to be considered in each workstream activity in the FTP.	Prog Team to engage Committee Chairs in service review emerging proposals and consider Member engagement in each workstream activity in the FTP.	Complete		
				Based on the approach used in Tandridge Finance Transformation to member engagement, Identify representative group of members to be used for early engagement throughout the duration of the programme.	A Member reference Group has now been created consisting of a small group of members (agreed with the leader of the council). Since set up in October 2022, this group has attended focused briefings on specific areas of interest such as Digital/Customer services and Assets and FM and fortnightly meetings are set to continue. All member briefings will continue to be held on specific areas of interest and in advance of committee updates where required.	Complete		

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10	Scope Management	Changes such as movement of functions across the council, will be made without consultation with the TOM group which will impact on the planned changes. This would potentially weaken areas of service delivery internally or in the event of outsource opportunities.	16	Agree and publish scope - reinforce change review group and change log. Change requests to be raised for all additional pieces of work and changes that impact on agreed scope at committee.	Any proposed changes such as Team restructures are raised as Change requests by Heads of Service and reviewed by the TOMDG.	In prog	8	David Ford EMT
14	Savings 2023/24	Service Reviews will not deliver the budget savings identified in 2023/24	16	Create delivery plan for each service area, whether part of the service improvement workstream, or Digital/Customers, Operations transformation and ensure that all milestones that relate to savings are clearly identified.	Delivery managers to be recruited into the Digital/Customer Services and Operational Services workstreams. Each will create and manage a plan to deliver the savings. Other service reviews will be monitored by the programme project manager and PMO.	Complete	12	Mark Hak-Sanders Prog Delivery & benefits board
				Monitor plans and milestones closely in weekly meetings and monthly highlight reports, where a risk is arising, this is	Weekly 1-2-1 meetings with heads of service and/or delivery lead to ensure that the plan is in place and credible and	In prog		

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				escalated to the project/programme board to assess actions to mitigate.	is being followed and that any milestones at risk are addressed promptly to prevent slippage.			
				Set up programme delivery and benefits board review savings milestones and where amber/red agree mitigation and next steps and assign ownership.	Each service to create a plan, with key milestones, which is collated for the programme plan. Fortnightly EMT delivery meetings held where exceptions and risks are discussed with the objective of resolving blockers to achieve the savings.	In prog		
16	Resources	Timelines will be missed if BAU issues require resolution and there is an assumption that programme resources will be used to fix the issues	15	Each service to set out savings delivery plan, including key milestones and dependencies, which will form the collated programme plan.	Service review updates and milestones have been populated by Heads of Service/Stream leads. Planning meetings are being held with heads of service to ensure information is captured consistently to enable dependencies/	In prog	8	Mark Hak-Sanders Prog Delivery & benefits board

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					slippages to be trackable.			
				Individual plans to be baselined within the programme and used as drivers for savings delivery by the EMT / stream leads and Finance/Benefits Programme board. All risks to delivery identified by the plan owners are escalated to the Programme delivery board.	Individual plans are to be collated at programme level. Regular EMT delivery board meetings held where all savings at risk are raised and collectively resolved.	Complete		
				All plans will include resource requirements to ensure that where BAU/external resources are required, the demand is clear. Where resources are redirected at BAU, plans will need to be adjusted to show the revised schedule. If BAU resources are not sufficiently	Key external resources are identified and secured as early as possible, for example, expert advice on Operations workstream.	Complete		

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			 	available, backfilling of roles will need to be considered to free up time.			 	
19	People Plan	Organisation Development workstream will not progress as scoped and therefore Tandridge will not be ready for embedding the Transformed services and the new culture.	16	An OD / change mgr needs to be put in place to ensure new ways of working/behaviours, such as Digital/ commissioning/continuous improvement are embedded properly across the whole council. Without this, there is a risk that after the programme ends, behaviour will revert to 'old ways' and future benefits/efficiencies will not be met. Recruit an Organisation Development expert to create a delivery plan to embed the changes needed in behaviour to adopt the changes being	Recruit an organisation development and change management specialist, Plan the adoption of systems throughout the organisation, looking at the future model for services and the council. August 2023 Recruitment is in progress but is slow, looking at an interim resource, approaching specialist agencies for this role.	In prog	16	Mel Thompson Prog & Benefits delivery board

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			<td style="background:red"></td>	introduced across the council. Work required to review Target operating model for the services / organisation - consider what this looks like - part of 24/25 savings work. Review objectives including behaviours, ensure behaviours rolled out to all staff as well as EMT. Instigate KOF level - accountabilities and responsibilities?			<td style="background:red"></td>	

New Risks raised since last committee paper

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
20	Digital Trans-formation	Progress in the Digital/customer services workstream will be slow/unsuccessful which will have a detrimental effect on delivering the business case and planning and delivery of savings and benefits	16	Ensure there is an achievable plan - understand resource requirements up front, monitor progress	Detailed plan required, with regular progress reporting against plan, with key milestones flagged and RAG rated. Ensure scope pinned down in PID, any potential additions to scope need consideration via change control. Planning in progress - plan with key milestones required, monthly highlight reporting and fortnightly project board will monitor progress, spend and risks. July 2023 Dependencies have been identified, programming the planning and	In prog	16	Mel Thompson Prog & Benefits delivered board

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					resourcing of these activities.			
21	Digital Trans-formation	There will be a delay in delivering Digital Transformation due to dependencies out of scope of the project, such as data cleansing, chatbot knowledge data build	16	Analysis on all dependencies to understand resources/timings etc, needed for Digital: Review and plan out any key dependencies not included in scope of Digital to ensure clarity on timeline from Digital lead.	TOM review/discussion on in scope/out of scope for Digital held on 19th July, further discussion 8th August. Confirm priorities for Digital Transformation or TDC generally at that meeting. Knowledge scripts required for Chatbot - Customer Services scripts to be reviewed for this purpose. Business Analyst to progress the data cleansing project, to understand objective, scope and create a plan. Revised resource requirements of Digital workstream to be reviewed with Digital PM.	In prog	16	Mel Thompson Prog & Benefits delivery board

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22	GM Options Appraisal	Decision on GM options appraisal recommendations delayed.	12	Delay will remove option of outsourcing due to lack of procurement/contract time available. Aiming to take to September committees as any later will impact if procurement/market testing required. Analysis work will be required during August/September in run up to committee meetings to explore options further	Engage with MRG 26th July and 23rd August, to update committee members prior to the committee report publication. Housing and Community Services Member update meeting to be held on 29th August. Planning of the critical path tasks in progress, Preparing for committee update in September and November.	In prog	12	Taryn Pearson-Rose Prog & Benefits delivery board
23	Savings 2024/25	2024/25 savings plan work by HoS will not result in sufficient achievable savings	16	Key discussions in to follow up on progress and push forwards. Focus on this for the EMT FTP meetings. Driven by FTP team to support, look at skillsets and external support on delivery model and commercial ideas.	Savings approach split into five pillars, with heads of service to identify savings and where this fits into the five. Heads of Service workbook created with following: Clear support framework in FTP	In prog	16	Mark Hak-Sanders Prog & Benefits delivery board

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				Ask key questions to push Heads of Service ideas forward	programme and Finance team. All previous KLOEs, Reserve list, commercial and other items previously raised. Key questions to be considered by Heads of Service, such as Digital transformation impact, shape of future service model. Tables to list detail and summarise items by the five categories. These last two form the content of the 'star chamber' presentations to TOM early September Regular meetings planned with Heads of Service to push forward with this action.			