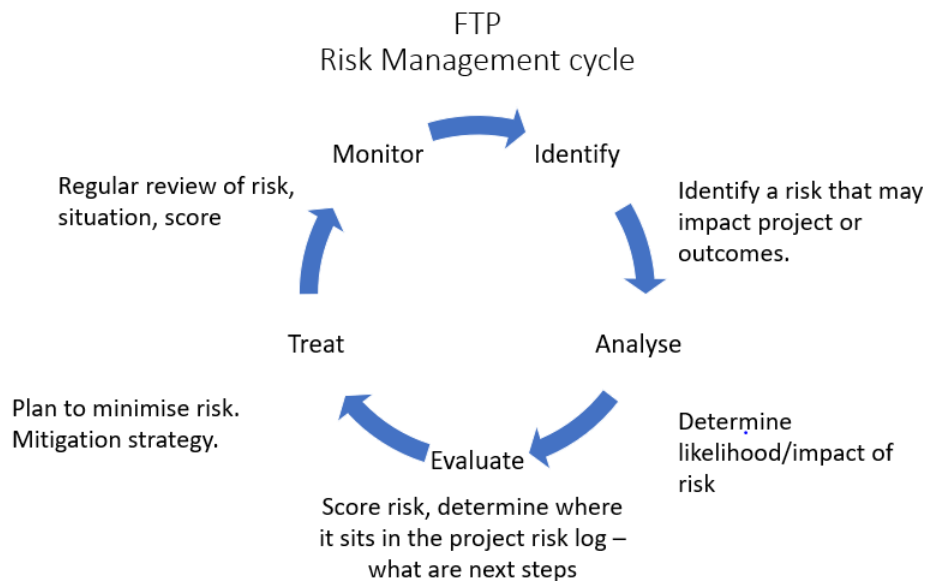


## Appendix E – Risk Management approach

The programme is using a robust risk management process as set out below:



Programme risks and issues are managed in a consistent way across the FTP through the programme management office (PMO) and reported and managed through the relevant Governance Board or Committee.

The programme maintains a risk register, which is aligned to the delivery plan, against which risks are identified and mitigation documented. All risks have owners assigned, with agreed mitigation and calculated pre- and post-mitigation scores. On a regular basis, risks are assessed against the plan and potentially updated, where the mitigation or scores may have changed.

The governance in place ensures that risks identified within the programme are reviewed with owners and mitigating actions agreed and plans are put in place. where required, risks are escalated to the programme delivery board to ensure there is recognition at the right level.

This risk management process will be in place throughout the duration of the FTP programme, with risks and supporting information included in the regular programme highlight reporting and included in regular Programme and Benefit delivery board meetings for review and scrutiny.

The current FTP Risk register is included below.

## Appendix E (continued) – Risk Management / FTP Risk Register

Project	Future Tandridge Programme (FTP)		Original scores			Mitigated scores			Mitigating actions	Risk owner
Topic	There is a risk that.....	Mitigation	Im	Likelihd	Risk	Im	Likelihd	Risk		
Service Reviews	Service Reviews will not deliver the budget savings identified in 22/23	Clarity on the savings required and clear targets. Build in top down direction from the TOM Group where this is needed.	4	4	16	4	3	12	7/9 EMT have forecast their savings targets and are working towards these. detailed on the business cases/reports going to September committee and outlining the work that must continue October onwards to deliver the savings to the timelines forecast 3/8 Savings tracking and benefits board work will provide view on 22/23 Savings are being monitored regularly by Management Team and the S151 officer, with regular report to and challenge by Members	Mark Hak-Sanders
Digital	Digital and Customer Services will not deliver the changes required to achieve forecasted savings	Scope out staged requirements and delivery plan that links the two to define phased approach to delivery and the associated savings.	4	4	16	4	3	12	7/9 Business cases being created for September. Plan for both workstreams to be combined where there is overlap and to define the benefits to be achieved in Customer services from implementing the Digital changes such as self service to Customers/residents	Programme delivery Board
Resources	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.	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	3	4	12	3	3	9	7/9 - There needs to be consideration given to this area as this remains a risk that needs to be followed up and a plan agreed. 3/8 - Review at TOM EMT should formulate a plan to prevent/reduce the loss of these key staff during the transition	TOM group
Governance	Members are not sufficiently engaged and/or will not support key issues which emerge from the FTP.	Engage Committee Chairs in service review emerging proposals. Member engagement to be considered in each workstream activity in the FTP.	4	3	12	4	2	8	7/9 Early engagement with Members inc Leader & Chair / Vice Chair to hear feedback and answer questions in preparation for committee meetings. All member briefing organised 20th September in advance of the S&R meeting on 29th September to update members on proposed actions. Prog Team to engage Committee Chairs in service review emerging proposals and consider Member engagement in each workstream activity in the FTP.	Prog Team and Service Review Leads
Scope	Changes will be made outside of the TOM group which will impact on the planned changes, such as movement of functions across the council. This would potentially weaken areas of service delivery internally or in the event of outsource opportunities.	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. All of these requests to be reviewed by the TOMDG to ensure the big picture is being considered when implementing any changes.	4	4	16	4	2	8	7/9 All changes now coming through the TOMDG group via change control forms to ensure impact and future model is considered as part of a proposed change. 3/8 change control approach shared, behaviour change needed. Change requests required Heads of service to consider and report impact on other services/residents. Change requests and decisions to be shared regularly with EMT. Change control documentation being shared to EMT w/c 11th July to ensure all change comes through the TOM group.	TOMDG group
Communications	Stakeholders are not engaged in or have the wrong information about the programme	Create Communications plan that aligns with needs of internal/external stakeholders. Work with Communications team at TDC to ensure messages are shared with employees and councillors. Inform and encourage managers to cascade to their teams.	3	3	9	3	2	6	7/9 Monthly meeting in place, however this area needs more focus - to enable a Comms resource to attend meetings and disseminate programme updates for the various briefings. 3/8 - share with EMT Communications plan created by TDC Comms and being driven by that team. FTP team providing communications and answering FAQs for the intranet (iHub)	Programme delivery Board