Appendix J – Risk Register

Risk ID	Future Tandridge Programme (FTP) / There is a risk that………….	Original scores			Mitigation Approach	Mitigated scores			Mitigating actions	Owner	Owning group
		Impact	Likelihood	Risk score		Impact	Likelihood	Risk score			
FTP_R012	Digital and Customer Services workstream will not deliver a business case within an acceptable return on investment	4	4	16	Looking at options to delivering a solution in the most cost effective way. Adopting a phased approach to delivery which maximises the return on investment at each phase. Take expert advice on the most cost effective way to deliver the right solution to residents	4	3	12	Review priority areas that maximise return on investment (Housing, Planning, Customer Services). Reviewing business areas, Starting with customer services as. Peer review of draft business case by recognised external digital transformation expert.	Mel Thompson	Programme Benefits delivery Board
FTP_R001	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.	3	4	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, thiis relates to the Organisational Development/change management stream of work in the FTP	3	3	9	Key staff have been identified and approach being shaped by HR/EMT. EMT formulateing a plan to prevent/reduce the loss of these key staff during the transition. HR lead to create a People Plan which will include an approach to retaining and recruiting the right people both during the transition period and in the new structure.	David Ford	TOM group
FTP_R017	Recruitment of the role required for the Service Improvements workstream will be slow/unsuccessful which will have a detrimental effect on delivering the savings for 23/24 savings and benefits in the business cases	4	3	12	PMO / Project manager continue to work with individual service leads to develop their service improvement delivery plans that focus on delivery of savings. EMT/Service improvement leads to attend fortnightly Delivery board meetings where plans are reviewed and any risks that are raised are mitigated against as far as possible. Recruitment to gain SCC assistance to reach a wider audience - FTP to facilitate this approach.	3	3	9	Difficulty in capacity to cover all of the key service areas. Additional planning sessions have been set up to work with heads of service to support with development of their plan however PMO/Project mgr have limited capacity. Where milestones are amber/red, focus on mitigation and steps to resolve and get delivery back on track.	Mark Hak-Sanders	Programme Benefits delivery Board

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FTP_R018	Inability to recruitment the Procurement/commissioning role will delay progress in delivering the new commissioning approach	4	3	12	Explore alternative options including accessing external support and advice elsewhere in the interim Targeted recruitment to maximise the potential of recruiting the right person for the role	3	3	9	Potentially diverting resources in the short term and accessing external expertise from existing SME network Ensure the advert is attractive to candidates and is advertised in the most appropriate channels.	Mark Hak-Sanders	Programme Benefits delivery Board
FTP_R010	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.	4	4	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 All change requests to be reviewed by the TOMDG to ensure the big picture is being considered when implementing any changes.	4	2	8	Any proposed changes such as Team restructures are raised as Change requests by Heads of Service and reviewed by the TOMDG.	David Ford	TOMDG group
FTP_R002	Members are not sufficiently engaged and/or will not support key issues which emerge from the FTP.	4	3	12	Engage Committee Chairs in service review emerging proposals. Member engagement to be considered in each workstream activity in the FTP. 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.	4	2	8	Early engagement with Leader & S&R Chair / Vice Chair to hear feedback and answer questions in preparation for committee meetings. Prog Team to engage Committee Chairs in service review emerging proposals and consider Member engagement in each workstream activity in the FTP. 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, 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 and there are two all member workshops to be held in December	David Ford	Prog Team and Service Review Leads

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FTP_R003	Staff are not engaged in or have the wrong information about the programme	3	3	9	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. Heads of service to ensure that their teams are engaged in the programme process and that information is cascaded to teams. Keeping staff engaged with progress on the programme	3	2	6	Communications plan in place and channels of communications set up in all recommended areas to ensure stakeholders are informed in timely manner. Continue to encourage heads of service to update their teams on all programme updates. Savings delivery plans include staff engagement where relevant. FTP updates provided at staff briefings by Chief Executive	David Ford	EMT
FTP_R014	Service Reviews will not deliver the budget savings identified in 23/24	4	4	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. Monitor plans/milestones closely in weekly meetings and monthly highlight reports and where a risk is arising, this is escalated immediately to the project/programme board to assess actions to mitigate. Fortnightly programme delivery and benefits board review savings milestones and where amber/red agree mitigation and next steps and assign ownership.	3	2	6	Delivery managers to be recruited into the three delivery workstreams, Service Improvements, Digita/Customer Services, Operational Services. Each will create and manage a plan to deliver the savings. weekly 1-2-1 meetings with heads of service and/or delivery lead to ensure that the plan is in place and credible and is being followed and that any milestones at risk are addressed promptly to prevent slippage. 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.	Mark Hak-Sanders	Programme Benefits delivery Board

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Risk ID	There is a risk that…………..	Impact	Likelihood	Risk score	Mitigation Approach	Impact	Likelihood	Risk score	Mitigating actions	Owner	Owning group
FTP_R015	Recruitment of the roles required for Digital/customer services workstream will be slow/unsuccessful which will have a detrimental effect on developing the business case and planning and delivery of 23/24 savings and benefits in the business cases	5	3	15	Recruit a skilled Digital transformation lead to work on the business case and to create a delivery plan	2	2	4	Interim Digital expert in place to advise on the business case and the approach to be taken on the Digital Strategy. Recruitment is also underway to bring in a Digital lead who will manage the delivery of the changes agreed in the business case.	Mark Hak-Sanders	Programme Benefits delivery Board
					Understand the scope of the changes required to make the changes for residents/users to enable self service				Persona work to be undertaken which will result in agreed personas that reflect the residents and will be used to develop the customer self service journeys.		
					Review where savings/efficiencies can be made and focus on these areas as a priority, including have the right data available to provide costs/ROI in the business case				Analysis of existing calls on the Customer Services team to understand which areas of business have the highest number of calls and carry out a review of those journeys with the objective of improving service/understanding and removing pain points to introduce short term efficiencies.		
FTP_R016	Timelines will be missed if BAU issues require resolution and there is an assumption that programme resources will be used to fix the issues	5	3	15	Each service to set our their savings delivery plan, including key milestones and dependencies, which will form the collated programme plan.	2	2	4	Planning workbook templates being populated by Heads of Service/Stream leads. Planning meetings being held with plan owners to ensure information is captured consistently to enable dependencies/slippages to be trackable.	Mark Hak-Sanders	Programme Benefits delivery Board
					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 and any risks to delivery idetified by the plan owners to be escalated to the Programme delivery board.				Individual plans are to be collated at programme level. Regular EMT delivey board meetings held where all savings at risk are raised and collectively resolved.		
					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 available, backfilling of roles will need to be considered to free up time.				Key external resources are identified and secured as early as possible, for example expert advice from PeopleToo on Operations workstream.		