Appendix B – FTP Risk Register

Below is the current Risk register in use in the Future Tandridge programme including the latest mitigation action updates. This register is reviewed and updated by the programme team and mitigating actions followed up on a regular basis.

Future Tandridge Programme (FTP)			Original score			Mitigated scores			Mitigating action status	Risk progress update	Score audit trail	Owner	Owning group
Risk I	Topi	There is a risk that.............	Risk sc	Mitigation Approach		Risk sc	Mitigating actions						
FTP_R012	Business case	Digital and Customer Services workstream will not deliver a business case within an acceptable return on investment	16	Looking at options to delivering a solution in the most cost effective way Review what an acceptable return on investment looks like.		12	Priority journeys have been targeted to understand existing volume and type of processes. Focussing on these journeys to create the forward roi plan as part of the Digital & Customer Services business case (Housing repairs, Planning, Waste)		✓	Review of data and business case by TOMDG planned 1st February. Business analyst collating data on customer journeys to enable a view on ROI when moving to Digital. Review required to understand whether the data being collated and other parts of the business case will cover aspects required to enable committee understanding and approval	Score reduced from 16 to 12 due to targeted data collation for business case to ensure high volume/high impact areas are included in the business case	Mel Thompson	TOMDG group
				Adopting a phased approach to delivery which maximises the return on investment at each phase			Review telephony stats. Review of Revs and Bens chatbot trial against Telephony to understand impact. Monitor incoming emails into service area mailboxes to analyse volume and type of transactions. Analyse customer services front counter stats.		in prog				
				Take expert advice on the most cost effective way to deliver the right solution to residents			Peer review of draft business case by recognised external digital transformation expert.						
				Ensure that the timings of the return on investment are clear			Timetable required to understand implementation path.		in prog				
FTP_R001	Organisation Development	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, thiis relates to the Organisational Development/change management stream of work in the FTP		12	Key staff to be identified and approach to be developed HR/EMT. EMT developing a plan to address potential loss of these key staff during the transition. This area is still in need of further work.		in prog	Key staff have been identified and approach being shaped by HR/EMT as part of the key officer forum. EMT developing a plan to address potential loss of these key staff during the transition. This area is still in need of further work.		David Ford	TOMDG group
							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.			Awaiting recruitment of HR lead before the People Plan can be developed.			

Appendix B – FTP Risk Register

	Future Tandridge Programme (FTP)		Original score		Mitigated scores					
Risk I	Topic	There is a risk that.............	Risk sco	Mitigation Approach	Risk sco	Mitigating actions	Mitigating action sta	Risk progress update	Score audit trail	Owne	Owning group
FTP_R017	Resources	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	12	PMO / Project manager 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 with SCC assistance to reach a wider audience - FTP to facilitate this approach.	8	Planning sessions required to work with heads of service to support with development of their plans. [in prog] Where milestones are amber/red, focus on mitigation and steps to resolve and get delivery back on track. ✓		The response to the roles advertised before Christmas has been very low, therefore an agency has been engaged and discussions are also in progress with partners to understand whether there are other potential candidates. Those areas that require focus, such as restructure savings across all services, have a dedicated project manager allocated from the programme to ensure the work progresses as planned. 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.	Nov22 - Score reduced from 12 to 8 due to focus on amber/red milestones, by EMT and the programme team. A number of savings are now delivered and complete and Amber items will be focussed on by the project manager to move forward with the head of service and achieve the saving.	Mark Hak-Sanders	Programme Benefits delivery Board
FTP_R018	Resources	Inability to recruit the Procurement/commissioning role will delay progress in delivering the new commissioning approach	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	12	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. ✓		The response to the roles advertised before Christmas was low, an agency is engaged to understand whether there are potential candidates available. Conversations are underway with a Commissioning best practice group to help shape the approach and framework and will continue with EMT. Review of immediate requirements required to understand whether an interim resource can be focussed on this activity in the short term.		Mark Hak-Sanders	Programme Benefits delivery Board

Appendix B – FTP Risk Register

Future Tandridge Programme (FTP)			Original score		Mitigated scores			Mitigating action status				
Risk	Topic	There is a risk that..............	Risk score	Mitigation Approach	Risk score	Mitigating actions		Risk progress update	Score audit trail	Owner	Owning group
FTP_R010	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.	8	Any proposed changes such as Team restructures are raised as Change requests by Heads of Service and reviewed by the TOMDG.	✓	No recent proposed changes have been shared, however Team restructures are being addressed as part of the staff restructures which is in progress now and are being looked as a whole to ensure alignment to the programme scope and benefits, such as forecasted savings.	Score reduced from 16 to 8. All changes in scope are reviewed by TOMDG before approval and being actioned.	David Ford	EMT
				All change requests to be reviewed by the TOMDG to ensure the big picture is being considered when implementing any changes.		Review of functions/services across the council by TOMDG to agree where these best fit, such as FOI, Advice on employment law, dog warden activities.	in prog				
FTP_R002	Governance	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.	8	Early engagement with Leader & S&R Chair / Vice Chair to hear feedback and answer questions in preparation for committee meetings.	✓	MRG meetings where updates are provided are held fortnightly and members have early sight of committee paperwork and business cases and provide input to the forward direction of business cases and the target operating model. Workshop schedule discussed and agreed at MRG to provide early sight of proposals and business cases.	Score reduced from 12 to 8. Regular MRG meetings taking place and member workshops scheduled to review specific udpaes and usiness cases in advance of cmmittee meetings where feedback is received from members and questions can be answered.	David Ford	EMT
				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.	✓				
				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, 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.	✓				

Appendix B – FTP Risk Register

Future Tandridge Programme (FTP)			Original score	Mitigation Approach	Mitigated scores	Mitigating actions	Mitigating action status	Risk progress update	Score audit trail	Owner	Owning group
Risk	Topic	There is a risk that............	Risk score	Mitigation Approach	Risk score	Mitigating actions		Risk progress update	Score audit trail	Owner	Owning group
FTP_R003	Communications	Staff are not engaged in or have the wrong information about the programme	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.	6	Create Communications plan with channels of communications set up in all recommended areas to ensure stakeholders are informed in timely manner. Encourage heads of service to update their teams on all programme updates.	in prog	Discussions are in progress between FTP and Communications team to agree a way forward on delivering the right communications at the right time to the right audience based on the programme roadmap and areas of interest for staff and councillors. No capacity in Communications team. Needs escalation.	Score reduced from 9 to 6 due to staff briefings being provided included an FTP update. Further work required to provide detailed communications and newsletters on the hub.	David Ford	EMT
				Heads of service to ensure that their teams are engaged in the programme process and that information is cascaded to teams.		Ensure that FTP service review & savings delivery plans include staff engagement where relevant.					
				Keeping staff engaged with progress on the programme		FTP updates provided at staff briefings by Chief Executive	✓				
FTP_R014	Savings	Service Reviews will not deliver the budget savings identified in 23/24	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	12	Delivery managers to be recruited into the three delivery workstreams, Service Improvements, Digital/Customer Services, Operational Services. Each will create and manage a plan to deliver the savings.	in prog	All identified savings have delivery dates agreed with heads of service. The EMT delivery group are meeting fortnightly to work together to ensure savings are delivered as planned. However multiple Savings are RAG rated amber and require underlying detailed planning and ownership to move forward. Red and Amber items are called out in the EMT delivery meeting and resolutions agreed. Where it is not possible to resolve, replanning is carried out and the impact of this measured and addressed in the fortnightly programme benefits delivery board.	Jan23 - Score reduced from 16 to 12 due to high level plans put in place. Regular 121 meetings with Heads of Service and fortnightly EMT service deliery meetings are regularly taking place. All savings are RAG rated based on external assurance from FTP PMO/Prog lead and in conjunction with Heads of Service.	Mark Hak-Sanders	Programme Benefits delivery Board
				Monitor plans/milestones closely in weekly meetings and monthly highlight reports, where a risk is arising, this is escalated to the project/programme board to assess actions to mitigate.		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.	✓				
				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.	✓				

Appendix B – FTP Risk Register

	Future Tandridge Programme (FTP)			Original score			Mitigated scores			Mitigating action status				
Risk	Topic	There is a risk that………….	Risk score	Mitigation Approach	Risk score	Mitigating actions		Risk progress update	Score audit trail	Owner	Owning group
FTP_R015	Resources	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	15	Understand the scope of the changes required to make the changes for	8	bring in a Digital lead who will manage the delivery of the changes agreed in the business case.		been engaged and TDC are talking to partners to understand whether there are potential candidates available. An interim digital SME is providing support to the Digital team to help with the business case which is due to be presented to the March committee cycle.	digital SME to work with the IT team on development of the business case. Key areas of the business are being focused on when analysing data to ensure these high impact areas are used to shape the ROI	Mark Hak-Sanders	Programme Benefits delivery Board
				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	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 our their savings delivery plan, including key milestones and dependencies, which will form the collated programme plan.	8	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/slippages to be trackable.	in prog	Timelines are being tightly managed and if there were to be a capacity issue, in one of the services, with the risk of delay to the savings, this would be flagged very quickly by the head of service to ensure that other options are explored.	Score reduced from 15 to 8. Plans have been developed to ensure savings delivery as forecast. External SMEs are being brought into the areas that need focus/additional expertise to progress, such as Operations, Assets and FM and Digital and Customer Services.	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. 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 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.	✓				