Appendix D – FTP Risk Register – Resource Risks

Below is the current Risk register in use in the Future Tandridge programme including the latest mitigation action updates.

Risk	Topic	There is a risk that............	Mitigation Approach	Impact	Likelihood	Risk score	Mitigating actions	Mitigating action status	Risk progress update	Score audit trail	Owner	Owning group
				Mitigated scores								
17	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	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.	4	2	8	Planning sessions required to work with heads of service to support with development of their plans. Where milestones are amber/red, focus on mitigation and steps to resolve and get delivery back on track.	in prog ✓	13th March Agreement to resource focus areas from within the team along with EMT teams working together to deliver the savings. 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.	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

Appendix D – FTP Risk Register – Resource Risks

Future Tandridge Programme (FTP)				Mitigated scores								
Risk	Topic	There is a risk that.........	Mitigation Approach	Imp	Likelihood	Risk	Mitigating actions	Mitigating act sta	Risk progress update	Score audit trail	Own	Owning gro
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	Each service to set our their savings delivery plan, including key milestones and dependencies, which will form the collated programme plan. 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. 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.	4	2	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. 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. Key external resources are identified and secured as early as possible, for example expert advice from PeopleToo on Operations workstream.	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.	Dec22 - 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

Appendix D – FTP Risk Register – Business case and Savings risks

Risk	Topic	There is a risk that……..	Mitigation Approach	Impact	Likelihood	Risk score	Mitigating actions	Mitigating action status	Risk progress update	Score audit trail	Owner	Owning group
	Future Tandridge Programme (FTP)				Mitigated scores							
12	Business case	Digital and Customer Services workstream will not deliver a business case within an acceptable return on investment	Looking at options to delivering a solution in the most cost effective way Review what an acceptable return on investment looks like.	4	3	12	Priority resident enquiries and calls have been targeted to understand existing volume and type of processes. Focussing on these areas to create the forward return on investment 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 resident interaction with the council to enable a view on the return on investment 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	Dec22 - Score reduced from 16 to 12 due to targeted data collation relating to specific customer journeys, for the 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.	✓				
			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				

Appendix D – FTP Risk Register – Business case and Savings risks

Future Tandridge Programme (FTP)					Mitigated scores							
Risk	Topic	There is a risk that............	Mitigation Approach	Impact	Likelihood	Risk score	Mitigating actions	Mitigating action status	Risk progress update	Score audit trail	Owner	Owning group
14	Savings	Service Reviews will not deliver the budget savings identified in 23/24	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, where a risk is arising, this is escalated to the project/programme board to assess actions to mitigate. Set up programme delivery and benefits board review savings milestones and where amber/red agree mitigation and next steps and assign ownership.	4	3	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. 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.	✓ ✓ 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.	June - Digital and Operational Services leads in place and scope and plans defined to deliver agreed benefits in business cases. 7th March - Digital lead joining during March. 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 delivery 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. October 22 - Operations SME and lead in place	Mark Hak-Sanders	Programme Benefits delivery Board

Appendix D – FTP Risk Register – People and Organisational Development risks

		Future Tandridge Programme (FTP)				Mitigated scores						
Risk	Topic	There is a risk that……….	Mitigation Approach	Impact	Likelihood	Risk score	Mitigating actions	Mitigating action state	Risk progress update	Score audit trail	Owner	Owning group
1	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.	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	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.	Not started	Awaiting recruitment of HR lead before the People Plan can be developed.			

		Future Tandridge Programme (FTP)				Mitigated scores						
Risk	Topic	There is a risk that……….	Mitigation Approach	Impact	Likelihood	Risk score	Mitigating actions	Mitigating action state	Risk progress update	Score audit trail	Owner	Owning group
18	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	Recruit an Organisation Development expert to create a delivery plan to embed the changes needed in behaviour to adopt the changes being introduced across the council.	3	2	6	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.	in prog	May 2023 Recruitment is in progress but is slow - looking at a FTC as well as approaching specialist agencies for this role.	New risk raised in May 2023	David Ford	TOMDG

Appendix D – FTP Risk Register – Governance and engagement risks

		Future Tandridge Programme (FTP)			Mitigated scores								
Risk	Topic	There is a risk that…………	Mitigation Approach	Impact	Likelihood	Risk score	Mitigating actions	Mitigating action status	Risk progress update	Score audit trail	Owner	Owning group	
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	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 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. 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	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	

Appendix D – FTP Risk Register – Governance and engagement risks

	Future Tandridge Programme (FTP)									Mitigated scores					
Risk	Topic	There is a risk that.........	Mitigation Approach	Imp ,	Likelihoo d	Risk	Mitigating actions	Mitigating acti stat	Risk progress update	Score audit trail	Own	Owning gro
2	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. 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. ✓		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 updates and business cases in advance of committee meetings where feedback is received from members and questions can be answered.	David Ford	EMT