

Guildford Borough Council and Waverley Borough Council

Report to: Joint Governance Committee

Date: 9 October 2023

Ward(s) affected: All

Report of Director: Transformation & Governance

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Report Status: Open

Collaboration Risk Register Review

1. Executive Summary

- 1.1 This report presents the collaboration risk register for its six-monthly review by the Joint Governance Committee (the Committee). The register was last presented to the Committee in March 2023. Since then, it has been updated by officers, including the assessment of scores and updates to mitigations.

2. Recommendation to Committee

1. That the Committee reviews the collaboration risk register and the changes to the risk ratings suggested by officers and agrees any further changes.
2. That the Committee ask officers to undertake a comprehensive review of the register, including risks; mitigations and scoring, with a view to making it more succinct and focused on the key threats to success of the collaboration.

3. Reason(s) for Recommendation:

- 3.1 The Committee's role is to undertake a formal review of the risk register and make any changes.
- 3.2 Over time the register has grown and become more detailed in terms of mitigations. Whilst officers are happy to provide detail on the work going on to mitigate risks, the document has become onerous to manage and would benefit from a significant refresh.

4. Exemption from publication

- 4.1 No

5. Purpose of Report

- 5.1 The purpose of this report is to present the most up to date version of the collaboration risk register in order for the Joint Governance Committee (the Committee) to fulfil its function to:
 - undertake a six-monthly formal review of the collaboration risk assessment
 - review current and target impact and likelihood scores
 - make any changes to the list of risks and mitigating actions.

6. Strategic Priorities

- 6.1 The collaboration between Guildford and Waverley Borough Councils will enable both Councils to better deliver their strategic priorities by achieving financial savings and making our services more sustainable. Effective risk management is vital to achieving the objectives of the collaboration and therefore supporting both councils to deliver their strategic priorities.

7. Background

- 7.1 In July 2021 both Guildford Borough Council and Waverley Borough Council agreed to explore collaboration beyond a joint management team. An initial analysis of strategic risks related to the collaboration was developed into a collaboration risk register. Since its review by this Committee in March 2023, the risk register has been updated by officers and is presented alongside this report for review by the Committee.
- 7.2 It is important to remember not all risks are able to be fully mitigated, sometimes due to external influences and other times due to level of impact if the risk were to materialise, regardless of likelihood. For some risks the likelihood may be low or very low but the impact will remain high regardless of mitigating action. The scoring of the risk will therefore remain high, despite it being unlikely.

8. Consultations

- 8.1 The risk register is presented in this report following its review and updating by the Strategic Director for Transformation and Governance, Executive Head of Organisational Development, Business Transformation Manager (WBC) and Graduate Management Trainee (WBC).

- 8.2 The risk register was presented to Joint Management Team (JMT) 6 September 2023 and Corporate Management Team (CMB) 19 September 2023.

9. Key Risks

- 9.1 There is a risk that the register will not be monitored by all appropriate stakeholders should the Committee fail to fulfil its function of reviewing the register on a six-monthly basis.
- 9.2 Officers continue to monitor the risks and mitigations within the register as the collaboration progresses. Ownership of the register currently sits with CMB, providing responsive reaction to developments and proactive mitigations to reduce risks, including any resources that may need to be assigned.

10. Financial Implications

- 10.1 The financial risks to the collaboration and actions to mitigate these risks are listed in the register (appendix 1).
- 10.2 Some of the further mitigations in appendix 1 will require financial investment. Requests for funding will be submitted where budget or resource is required beyond current provision.
- 10.3 Business cases for specific collaboration projects will provide detail on costs and savings through the financial business case.

11. Legal Implications

- 11.1 There are no direct legal implications arising from this report.

12. Human Resource Implications

- 12.1 The HR risks to the collaboration and actions to mitigate these are listed in the register (Appendix 1)

13. Equality and Diversity Implications

13.1 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

14. Climate Change/Sustainability Implications

14.1 One of the objectives of the collaboration and partnership is to better enable both councils to achieve their carbon neutrality targets. Working closely together across the two boroughs, Guildford and Waverley Borough Councils have enhanced opportunities to deliver their carbon neutrality goals.

14.2 This report and appendix 1 have no direct climate change implications.

15. Summary of Options

15.1 The Committee is asked to review the risk register attached at appendix 1 and agree any changes.

16. Background Papers

16.1 None

17. Appendices

17.1 Appendix 1 – Collaboration Risk Register

17.2 Appendix 2 – Risk register table of changes 27.09.23

Service	Sign off date
Finance / S.151 Officer	1 September 2023

Legal / Governance	19 September 2023
HR	N/A (updated register)
Equalities	N/A (updated register)
Lead Councillor	27 September 2023
CMB	19 September 2023
Committee Services	