

Theme	Risk	Revised Risk no	Consequence	Examples of risk	Mitigations	Risk owner	Current likelihood	Current impact	Current rating	Residual likelihood	Residual impact	Residual rating	Original risk(s)	Related risks	RAG comments
GOVERNANCE	There is a risk that the partnership lacks clear objectives (24.01.24)	1	which results in mission creep, inability to prioritise workstreams and success criteria, and/or the partnership ending or being delayed	Unclear success criteria for differentiating between options the two councils disagreeing on an important aspect of the partnership. future political change leads to a serious change of partnership direction.	Current: Shared Vision Statement reviewed at least annually by both council Executives; Inter-Authority Agreement (IAA), new intake of councillors briefed on Collaboration; all councillor emails around milestones; T&CP Programme Structure; Programme Plan; SEMs Planned: Business cases will be assessed according to agreed success criteria; CMB members in close contact with key councillors; regular joint informal Executive meetings scheduled	Primary officer owner: Joint Chief Executive (JCX)/ Senior Cllr: Leaders	3 - Low	3 - Critical	Medium	2 - Very Low	3 - Critical	Low	1,3,7	2,11	
GOVERNANCE	There is a risk collaboration ends (24.01.24)	2	Which results in greater financial pressure on both councils due to lower-than-expected benefits realisation, and reputational harm, increasing in impact with closer collaboration.	either or both councils will decide to terminate the partnership and undo the current collaborative arrangements (e.g. JMT). either or both councils will not continue with any collaboration	Current: First phase complete (JMT); Shared Vision Statement; IAA; SEMs; interim shared staffing arrangements agreed; adoption of T&CP Planned: Regular contact between councillors in the Executives and wider councils; proactive comms with all stakeholders and the public; include gateway reviews at each stage before progressing to the next; ensure mechanism in governance arrangements for backbench councillor input; potential to focus more on each council's individual transformation programme; review of IAA Future: Successful delivery of workstreams and business cases in the programme	Primary officer owner: Joint Chief Executive (JCX), 151 Officer and, Monitoring Officer Senior Cllr: Leaders	3 - Low	3 - Critical	Medium	2 - Very Low	4 - Devastating	Medium	2,6	1	As the collaboration progresses and moves forward, consequently there would be more to undo if the collaboration ended
GOVERNANCE	There is a risk collaboration will not be (legally and financially) fair (24.01.24)	3	which results in mistrust, dispute, distraction, and conflict amongst members	unfair costs, savings, resource from joint officers	Current: IAA; clear accounting through budget reports; weighted cost sharing protocols agreed for JMT members. Planned: Business case development with cost and savings apportionment set out; action plans implemented where significant issues arise; CMB and senior officers to decide if one off/shorter term issue or requires change to cost allocation with the option of rebalancing costs Future: Keep cost allocation under review in budget planning; recognise ebb and flow to respond to needs of orgs and priorities; shared service management plans	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors and Joint S151 Officer	5 - High	2 - Significant	High	3 - Low	2 - Significant	Medium	4,5,11		
GOVERNANCE	There is a risk collaboration will be perceived as unfair (for Councillors, staff, residents) (24.01.24)	4	which results in loss of motivation; bad feeling towards other council; complaints;	staff morale impact, increase in complaints, increase call-ins	Current: Regular comms between lead members and CMB Planned: Joint comms plan in development Future: Recognise ebb and flow to respond between lead members and CMB; transparency about the collaboration with O&S	Primary officer owner: Joint Chief Executive (JCX), HR Leads, Comms Leads Senior Cllr: Leaders	5 - High	2 - Significant	High	5 - High	2 - Significant	High			
CAPACITY/RESOURCES	There is a risk service delivery/pre-existing work suffers due to pressures associated with collaboration (24.01.24)	5	resulting in negative impacts on service delivery, and morale.	officer capacity will be overstretched, distracted or unfocused during the transition losing knowledgeable staff, corporate memory BAU time taken up with collaboration work reduced performance	Current: All staff briefings, T&CP Planned: Option analysis for shared staffing in development; workforce Strategy in development; reporting on progress of current service plans; adjusted work programmes to suit current priority; keep JMT structure change under review; mechanism for EHoS' to report back to JMT on staff pressures Future: Limited temporary resource agreed in T&CP Report; strategies for dealing with change; clearly funded invest to save strategy for T&CP; change to culture of councillors and officers; consider staff survey related to collaboration; consider staff induction item on collaboration	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Director (Transformation) & Governance) and Joint Executive Head of Service (Organisational Development) and HR leads	4 - Medium	3 - Critical	High	3 - Low	2 - Significant	Medium	8,9,10	6,13,15	
CAPACITY/RESOURCES	There is a risk non-collaborative projects and programmes of the council suffer due to collaborative work (24.01.24)	6	delays in achieving key objectives, which results in harm to the beneficiaries of those projects/programmes.	Current projects/programmes which may be delayed by diversion of capacity. Reduced performance.	Current: T&CP Programme Structure; clear programme reporting for both councils through EPB (Enterprise Portfolio Board); clear Shared Vision Statement Planned: Mitigations in each council's project/programme risk registers; option analysis for shared staffing in development; adjusted work programmes to suit current priority; keep JMT structure change under review Future: Limited temporary resource agreed in T&CP Report; clearly funded invest to save strategy for T&CP; consider staff survey related to collaboration to achieve change to culture of councillors and officers	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors	4 - Medium	2 - Significant	Medium	3 - Low	2 - Significant	Medium	9	5	

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CAPACITY/RESOURCES	There is a risk that the collaboration will not achieve its objective of delivering zero net carbon by 2030 (24.01.24)	7	which results in reduced likelihood of each council achieving its zero net carbon ambitions and continuation of carbon production	carbon output for both councils remaining above zero	Current: SEMs; working from home used as much as possible; committee calendars are combined where possible Planned: Options analysis for shared HQ in development; standardised policies, approach to hybrid working; paper on harmonising Agile Working Policies going to CMB, 2 January 2024; consider further expanding electric vehicles within the fleet(s); agree protocol aimed at reducing multiple officer attendance at committees and consideration of earlier committee meeting start times.	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors	5 - High	2 - Significant	High	5 - High	2 - Significant	High	12			
CAPACITY/RESOURCES	There is a risk staff lack knowledge and expertise regarding collaboration (24.01.24)	8	Which could result in slow progress, uninformed decision-making and unnecessary risk	Reduced performance Slow progress of the collaboration at both councils	Current: All staff briefings; dedicated Business Transformation team (WBC); Planned: Next JGC meeting (January), to discuss T&CP resource; learning and development for staff (BT team and level below Executive Heads - including targeted comms) Future: Investment to bring in necessary expertise to inform collaboration; strategies for dealing with change; fully resourced BT Teams at WBC & GBC	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors and Executive Heads of Service and HR Leads	4 - Medium	2 - Significant	Medium	3 - Low	2 - Significant	Medium	28			
FINANCIAL	There is a risk expected collaboration savings cannot be realised at one or both councils (24.01.24)	9	which results in unexpected further pressure on services and undermines the partnership.	expected savings, beyond that of the JMT are not brought to bear or the sums required cannot be achieved through collaborative work	Current: First phase completed (JMT); T&CP Structure; updated MTFPs Planned: Options analysis for shared staffing in development; regular communication to both councils as to plans and progress; joint S151 working towards standard financial reporting; criteria for business cases being developed Future: Delivery of projects; fully resourced BT Teams at WBC & GBC	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors and Joint S151 Officer	4 - Medium	3 - Critical	High	4 - Medium	4 - Devastating	High	13	9		Impact of not making the savings will be bigger as time passes and the budget gaps widen
FINANCIAL	There is a risk that costs of collaboration are prohibitively high (24.01.24)	10	which results in a threat to the viability of some aspects of the collaboration for either or both councils.	Effective and efficient IT solutions cannot be afforded expert and specialist advice cannot be afforded dual licences for software/programmes; IT kit for staff and councillors costs relating to changing contracts cannot be afforded (e.g. compensation or redeployment and redundancy)	Current: EPB; flexibility within the T&CP to respond to available resources (Economic Case options of scaling up and down) Planned: Transition cost and savings apportionment set out within business cases; avoid pursuing prohibitively expensive projects; sensitivity analysis on estimates; agree and document a common approach to rate-of-return and cost/benefit sharing; change the phasing of transition to reduce the impact of unexpected new costs that arise	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors and Joint S151 Officer	3 - Low	3 - Critical	Medium	3 - Low	2 - Significant	Medium	14	8		
SYSTEMS	There is a risk of errors borne from inefficiencies of using different platforms and processes across the two councils (24.01.24)	11	resulting in inefficiency, misuse of data and/or failures of governance	Inappropriate and ineffectual use of platforms or processes; support functions and processes remain disparate during the collaboration leading to mis-application of policies, increase in data breaches or illegitimate decision-making	Current: Options analysis for shared staffing in development; reviews of constitutional and governance structures (by Joint Constitution Review Group); Joint IT Way Forward Group meeting Planned: Strong and regular communication from the senior political and management; develop and implement a new shared IT strategy Future: A programme of policy harmonisation and standardisation wherever possible; a single shared intranet hub; data sharing approach	Primary officer owner: Joint Chief Executive (JCX), Strategic Director (Community Wellbeing) and Joint Executive Head of Service (Communications & Customer Services) Senior Cllr: Leaders	4-Medium	2- Significant	Medium	3-Critical	2- Significant	Medium	15,16,17,27	13,15		
CULTURE	There is a risk that the councillors do not feel engaged or informed regarding the collaboration and the changes it brings (24.01.24)	12	which results in mistrust, concerns about sovereignty, and unnecessary further changes in future.	Increase call ins and challenges to decisions, and an unhealthy level of change	Current: Commitment to consult O&S; clear and agreed governance principles and processes; SEMs agreed Planned: Joint comms plan being developed; regular communication between CMB with councillors, parish councils and the public; networking meetings in both councils; ward councillor role prioritised throughout transitions Future: Consider need for further joint committees or sub-committees; councillor briefing sessions	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors Senior Cllr: Leaders and Portfolio Holders for Organisational Development	4 - Medium	2 - Significant	Medium	2 - Very Low	2 - Significant	Low	18,19	1		

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CULTURE	There is a risk the differences between the two councils hinder the collaboration (24.01.24)	13	which results in lack of prioritisation for the changes required and results in failure to share key information and attrition.	officers may not trust those from the partner council and inability to find compatible ways of working; duplication for senior staff.	Current: Initial staff sharing arrangements agreed; performance management meetings harmonised; IAA; clear political direction as to the way forward Planned: Options analysis for shared staffing structure in development Future: Identify best practice sharing opportunities; joint Organisational Development & Cultural framework; develop an articulated change strategy including expected behavioural norms; consider staff survey related to collaboration	Primary officer owner: Joint Chief Executive (JCX), Executive Heads of Service	3 - Low	2 - Significant	Medium	2 - Very Low	1 - Small	Low	20,21	9		
CULTURE	There is a risk the changes and the work required to achieve them will cause staff wellbeing to deteriorate (24.01.24)	14	which results in negative impacts on morale, which impacts on service delivery	employees will become increasingly anxious and stressed, mental health concerns and loss of staff	Current: All staff briefings; HR monitoring exit interviews & recruitment data; Wellbeing Group promoting wellbeing activities (WBC); T&CP report release investment for T&CP limited resource Planned: Joint comms plan in development; transparency with employees and unions about plans, from senior management; regularly review impact on service performance; period of uncertainty minimised by progress Future: Investment in HR support, investment in organisational change management; Joint Organisational Development & Cultural framework; Tier 4 (WBC)/Band 6 (GBC) manager development sessions; less subjective survey/measure of staff wellbeing; promotion of wellbeing activities across both organisations	Primary officer owner: Joint Chief Executive (JCX), HR Leads	6 - Very High	2 - Significant	High	4 - Medium	2 - Significant	Medium	22	5		
CULTURE	There is a risk collaboration options are restricted by current or past decisions or non-aligned decision making processes	15	Which results in compromises in the short term and failure to achieve the collaboration aims	current programmes, projects or systems, or past decisions are implemented in a fixed way that is costly, time-consuming or legally difficult to undo)	Current: EPB; regular monitoring of service plans; T&CP risk register, reviewed by JGC, informal joint Executive meetings, aligned specific Council meetings Planned: Review constraints through business cases and those arising from legacy decisions, phase Programme accordingly, SEMs	Primary officer owner: Executive Heads of Service	4 - Medium	2 - Significant	Medium	2 - Very Low	1 - Small	Low	23			
EXTERNAL	There is a risk residents will be negatively impacted by the collaboration (24.01.24)	16	Resulting in dissatisfaction with services and reputational damage	residents will be confused between the two councils' services businesses will be confused between the two councils' services inconvenience, confusion and/or cost to residents	Current: Comms leads from GBC and WBC in T&CP Team. Planned: Joint comms plan in development, including joint branding; points of access for service users clear Future: ICT synchronisation, so customers notice no change; review customer service points of access at each stage of collaboration; recognition of comms around individual business cases	Primary officer owner: Joint Chief Executive (JCX), Comms Leads	2 - Very Low	2 - Significant	Low	2 - Very Low	1 - Small	Low	24	5		
EXTERNAL	There is a risk that significant events impact the collaboration (24.01.24)	17	leading to significant diversion of attention from the collaboration's priorities	the Government will restart 'local government reorganisation', national political change, change in political in one of both authorities or senior leadership	Current: First phase completed (JMT); T&CP Board; IAA; Shared Vision Statement. Planned: Plan current collaboration so it could adapt; regular communication with government stakeholders (councils, DULHC, MPs) on progress of partnership	Primary officer owner: Joint Chief Executive (JCX), Joint Strategic Directors and Executive Heads of Service Senior Cllr: Leaders	5 - High	3 - Critical	High	4 - Medium	2 - Significant	Medium	25,26	1		

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Likelihood

Score	Likelihood	Indicators
1	Almost impossible	Less than 1% chance of occurring Has happened rarely/never before
2	Very low	1-10% change of occurring Only likely to happen once in three or more years May have happened in the past
3	Low	10-20% chance of occurring Reasonable possibility it will happen in the next three years Has happened in the past
4	Medium	20-50% chance of occurring Likely to happen at some point in the next one-two years Circumstances occasionally encountered
5	High	50-80% chance of occurring Almost certain to happen within next 12 months Regular occurrences frequently encountered
6	Very high	Above 80% chance of occurring Inevitable it will happen within the next 6 months No influence/control over event occurring

Impact

Score	Impact	Indicators
1	Small	Loss <£200k Trivial breach or non-compliance Insignificant injury (first aid) Negligible disruption/unnoticed by service users Insignificant damage
2	Significant	Loss from £200k-£500k Isolated legal action or regulatory breach Minor injury (medical attention) Small disruption/inconvenience to service One-off adverse local publicity
3	Critical	Loss >£500k- £1m Sustained legal action or (limited) regulatory fine Serious injury (not life threatening) Substantial, short-term disruption/inconvenience to service Short-term, but wide reaching adverse publicity
4	Devastating	Loss >£1m Major legal action or regulatory sanction Death(s) or multiple serious injuries Major, sustained disruption/serious inconvenience to service Major, long-term damage

Risk Matrix

		Impact				
		Small	Significant	Critical	Devastating	
		1	2	3	4	
Likelihood	Very high	6	5	12	19	24
	High	5	5	10	15	20
	Medium	4	4	8	12	16
	Low	3	3	6	9	12
	Very low	2	2	4	6	8
Almost impossible	1	1	2	3	4	

Total overall current risk rating value 158

Total overall residual risk rating value 112