

Guildford Borough Council and Waverley Borough Council

Report to: Joint Governance Committee

Date: 3 June 2024

Ward(s) affected: All

Report of Director: Transformation & Governance

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Report Status: Open

Review of updated Collaboration Risk Register

1. Executive Summary

- 1.1 The revised collaboration risk register was endorsed by the Joint Governance Committee (the Committee) at the last meeting, 24 January 2024. Since then, Collaboration risk owners (officers) have provided updates on their mitigations.

1.2 Since the last Committee meeting, the formalised process for officers to provide updates on their respective risk mitigations has been followed.

2. Recommendation to Committee

That the Committee:

- 2.1 are aware of the updates from officers on their respective mitigations in the collaboration risk register;
- 2.2 endorses risk number 18 in the collaboration risk register (appendix 1), a new IT risk, with consequences, examples of risk, mitigations and ratings.

3. Reasons for Recommendation:

- 3.1 The Committee's role is to undertake a formal review of the collaboration risk register every 6 months and make any changes.
- 3.2 A specific risk for IT systems was added by officers after the 24 January JGC meeting, as the Committee felt IT carried sufficient risk to warrant a separate risk.

4. Exemption from publication

No

5. Purpose of Report

- 5.1 The purpose of this report is to present the register with updated mitigations from officers, for the Committee to fulfil its function to:
 - undertake a six-monthly formal review of the collaboration risk register;
 - review current and target impact and likelihood scores;
 - make any changes to the list of risks and mitigation actions.

6. Strategic Priorities

- 6.1 The collaboration between Guildford Borough Council and Waverley Borough Council 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 the revised register was endorsed by the Committee in January 2024, risk mitigations have been updated by their respective owners (officers). The collaboration risk register with these updates is presented alongside this report for review by the Committee.
- 7.2 Officers have completed the following since the Committee meeting in January 2024:
- added a risk specifically related to IT (risk number 18 in the collaboration risk register (appendix 1));
 - added updates to risk mitigations;
- 7.3 Updates to risk mitigations are highlighted in red in the mitigations column of the collaboration risk register (appendix 1). Further detail of updates can be found in the 'Updates from risk owners' column.
- 7.4 Once risk mitigation updates and the new IT risk are approved by the Committee, any changes in risk ratings will be illustrated in a heatmap at subsequent Committee meetings.
- 7.5 It is important to remember not all risks are able to be fully mitigated, sometimes due to external influences and other times due

to the 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 collaboration risk register with updated risk mitigations is presented in this report following updates from risk owners.

9. Key Risks

- 9.1 There is a risk 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. A CMB on Performance and Risk has been established, and this is where the collaboration risk register will be discussed.

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 There is a financial gap between current and future mitigations. Current mitigations have budget, future mitigations do not necessarily have budget allocated. Therefore, some of the future mitigations in the collaboration risk register 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 Borough Council and Waverley Borough Council 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 undertake a formal review of the collaboration risk register, review current and target impact and likelihood scores and make any changes to the list of risks and mitigation actions.

16. Background Papers

16.1 None

17. Appendices

17.1 Appendix 1 – Collaboration Risk Register (PDF version)

Appendix 1a - Collaboration Risk Register (Excel version)

17.2 Appendix 2 – Risk Register Glossary

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