

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	Updates from risk owners
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.	<b>Current:</b> 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; <b>joint informal Executive meetings continue (latest 26/02/24), next meeting to be canvassed for May, regular one to ones between Leaders and JCEX.</b>  <b>Planned:</b> Business cases will be assessed according to agreed success criteria; CMB members in close contact with <del>key councillors</del> <b>the Executives</b>	<b>Primary officer owner:</b> Joint Chief Executive (JCEX)/ <b>Senior Clr:</b> Leaders	3 - Low	3 - Critical	Medium	2 - Very Low	3 - Critical	Low	1,3,7	2,11	<b>Informal Executive meeting</b> - last meeting held on 26/02/24. The date of the next meeting is to be canvassed for early April. <b>CMB members in close contact with the Executive</b> - Regular one to ones between Leaders and JCEX.
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.	<b>Current:</b> First phase complete (JMT); Shared Vision Statement; IAA; SEMs; interim shared staffing arrangements agreed; adoption of T&CP; <b>ensure mechanism in governance arrangements for backbench councillor input (O&amp;S); standing item on T&amp;CP at both O&amp;S; weekly all staff briefings</b>  <b>Planned:</b> Regular contact between councillors in the Executives and wider councillors; proactive comms with all stakeholders and the public; <b>include gateway reviews at each stage before progressing to the next; ensure mechanism in governance arrangements for backbench councillor input</b> ; potential to focus more on each council's individual <del>transformation-savings</del> programme; review of IAA, comms and engagement plan in development  <b>Future:</b> Successful delivery of workstreams and business cases in the programme	<b>Primary officer owner:</b> Joint Chief Executive (JCEX), 151 Officer and, Monitoring Officer <b>Senior Clr:</b> Leaders	3 - Low	3 - Critical	Medium	2 - Very Low	4 - Devastating	Medium	2,6	1	<b>Proactive communications with all stakeholders and the public</b> - Comms and engagement plan in development. Weekly all staff briefings. <b>Gateway review process</b> - they will happen as we progress the projects. <b>T&amp;CP and O&amp;S</b> - standing item on T&CP at both O&S'. Update needed from Executive members.
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 including Joint Assistant Directors and Joint Strategic Directors, <b>prioritisation of one council over another</b>	<b>Current:</b> IAA; clear accounting through budget reports; weighted cost sharing protocols agreed for JMT members; <b>recognise ebb and flow to respond to needs of orgs and priorities; concerns on legal and financial fairness can be raised at JGC (meet at least biannually)</b>  <b>Planned:</b> 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, <b>shared service management plans - service plan format is being refreshed, new plans for both GBC and WBC due to be taken to O&amp;S and Executive June 2024</b>  <b>Future:</b> Keep cost allocation under review in budget planning; <b>recognise ebb and flow to respond to needs of orgs and priorities; shared service management plans</b>	<b>Primary officer owner:</b> Joint Chief Executive (JCEX), Joint Strategic Directors and Joint S151 Officer	5 - High	2 - Significant	High	3 - Low	2 - Significant	Medium	4,5,11		<b>Shared service management plans</b> - Service plan format is being refreshed. New plans for both GBC and WBC due to be taken to O&S and Executive June 2024.
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	<b>Current:</b> Regular comms between lead members and CMB, <b>transparency about the collaboration with O&amp;S, the T&amp;CP is a standing item on O&amp;S agenda (latest meetings 15/01/24 (WBC), 16/01/24 (GBC), 15/03/24 (WBC), 05/03/24 (GBC)</b>  <b>Planned:</b> Joint comms plan in development  <b>Future:</b> Recognise ebb and flow to respond between lead members and CMB <b>transparency about the collaboration with O&amp;S</b>	<b>Primary officer owner:</b> Joint Chief Executive (JCEX), HR Leads, Comms Leads <b>Senior Clr:</b> Leaders	5 - High	2 - Significant	High	5 - High	2 - Significant	High			<b>O&amp;S item on collaboration</b> - was an item at the following O&S meetings: 15/01/24 (WBC), 16/01/24 (GBC), 05/03/24 (GBC), 15/03/24 (WBC).

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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	<b>Current:</b> T&CP as frequent item at all staff briefings, T&CP; The Senior Appointments Committee meets when necessary to review the JMT structure, last meeting was 29/03/24, GBC and WBC now follow the same process for staff induction on collaboration.  <b>Planned:</b> Option analysis for shared staffing in development; workforce strategy in development; Service plan format is being refreshed, new plans for both GBC and WBC are due to be taken to O&S and Executive June 2024; adjusted work programmes to suit current priority; keep JMT structure change under review; mechanism for EHOs' to report back to JMT on staff pressures  <b>Future:</b> 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 (drafted but paused due to other priorities relating to senior staffing); consider staff induction item on collaboration, options analysis for shared staffing in development (reliant on resource from budget unlocked through business cases, Workforce Strategy in development (no further development, due to workload pressures and work focus having to be elsewhere.	<b>Primary officer owner:</b> Joint Chief Executive (JCE), 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	<b>Reporting on progress of current service plans</b> - Service plan format is being refreshed. New plans for both GBC and WBC are due to be taken to O&S and Executive June 2024. <b>Keep JMT structure change under review</b> - The Senior Appointments Committee meets when necessary to review this, last meeting was 29/03/24. <b>Staff survey related to collaboration</b> - Drafted but paused due to other priorities relating to senior staffing. <b>All staff briefings</b> - held weekly with T&CP as a frequent item. <b>Staff induction item on collaboration</b> - GBC and WBC are now following the same process in terms of induction for staff working across both Councils, as we would for brand new staff. Have been discussions on this with UNISON. <b>Development of Workforce Strategy</b> - no further development, due to workload pressures and work focus having to be elsewhere. <b>Options analysis for shared staffing</b> - reliant on resource from budget unlocked through business cases.
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.	<b>Current:</b> T&CP Programme Structure; clear programme reporting for both councils through EPB (Enterprise Portfolio Board); clear Shared Vision Statement  <b>Planned:</b> Mitigations in each councils' project/programme risk registers; option analysis for shared staffing in development; adjusted work programmes to suit current priority; keep JMT structure change under review  <b>Future:</b> 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	<b>Primary officer owner:</b> Joint Chief Executive (JCE), Joint Strategic Directors	4 - Medium	2 - Significant	Medium	3 - Low	2 - Significant	Medium	9	5	
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	<b>Current:</b> Working from home used as much as possible; committee calendars for 2024/25 have been drafted to avoid any clashes of meeting dates and times.  <b>Planned:</b> SEMs will be considered when there are committee papers relating to collaboration projects; Options analysis for shared HQ in development (carbon cost reduction is a success measure for all T&CP projects); 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.	<b>Primary officer owner:</b> Joint Chief Executive (JCE), Joint Strategic Directors	5 - High	2 - Significant	High	5 - High	2 - Significant	High	12		<b>Committee calendars being combined</b> - The calendars for 2024/25 have been drafted to avoid any clashes of meeting dates and times. <b>SEMs</b> - will be considered when there are committee papers relating to collaboration projects. <b>Harmonising Agile Working Policies</b> - There were challenges with staff availability to assist with the Agile Working Project Implementation Group. Wk c/18 March all representatives were secured and plan updated. This still needs to be taken to CMB. <b>Options analysis for shared HQ</b> - Carbon cost reduction is a success measure for all T&C projects.

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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	<b>Current:</b> All staff briefings; dedicated Business Transformation team (WBC); refreshed and updated T&CP intranet pages launched (WBC). <b>Planned:</b> Next JGC meeting (June), to discuss T&CP resource; learning and development for staff (BT team and level below Joint Assistant Directors - including targeted comms, investment to bring in necessary expertise to inform collaboration (now have budget) <b>Future:</b> Strategies for dealing with change; fully resourced BT Teams at WBC & GBC (budget to be unlocked through business cases for savings projects)	<b>Primary officer owner:</b> Joint Chief Executive (JCE), Joint Strategic Directors and Executive Heads of Service and HR Leads	4 - Medium	2 - Significant	Medium	3 - Low	2 - Significant	Medium	28		Fully resourced BT Teams at WBC & GBC - budget to be unlocked through business cases for savings projects.
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	<b>Current:</b> First phase completed (JMT); T&CP Structure; updated MTFPs <b>Planned:</b> 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 <b>Future:</b> Delivery of projects; fully resourced BT Teams at WBC & GBC	<b>Primary officer owner:</b> Joint Chief Executive (JCE), Joint Strategic Directors and Joint S151 Officer	4 - Medium	3 - Critical	High	4 - Medium	4 - Devastating	High	13	9	
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)	<b>Current:</b> EPB; flexibility within the T&CP to respond to available resources (Economic Case options of scaling up and down) <b>Planned:</b> 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 <b>Future:</b> A programme of policy harmonisation and standardisation wherever possible; a single shared intranet hub (at this stage there is no requirement for this in a formal way); data sharing approach; Joint IT Way Forward Group meeting (paused whilst awaiting clarity on approach being taken for the collaboration and change of directors).	<b>Primary officer owner:</b> Joint Chief Executive (JCE), 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	<b>Current:</b> Options analysis for shared staffing in development; reviews of constitutional and governance structures (by Joint Constitution Review Group); <del>Joint IT Way Forward Group meeting</del> <b>Planned:</b> Strong and regular communication from the senior political and management; develop and implement a new shared IT strategy (IT teams have done initial work on high level options depending on business requirements) <b>Future:</b> A programme of policy harmonisation and standardisation wherever possible; a single shared intranet hub (at this stage there is no requirement for this in a formal way); data sharing approach; Joint IT Way Forward Group meeting (paused whilst awaiting clarity on approach being taken for the collaboration and change of directors).	<b>Primary officer owner:</b> Joint Chief Executive (JCE), Strategic Director (Community Wellbeing) and Joint Executive Head of Service (Communications & Customer Services) <b>Senior Cllr:</b> Leaders	4-Medium	2- Significant	Medium	3- Low	2- Significant	Medium	15,16,17,27	13,15	IT Way Forward Group meetings - have been paused whilst awaiting clarity on approach being taken for the collaboration. Future of these tbc with temporary change of directors. ICT teams continue to attend T&CP team and board meetings and strategic meetings continue at both. Shared IT strategy - ICT teams have done some initial work on high level options depending on business requirements and continue to actively engage with the T&CP as it moves forward to be able to develop a strategy. Had early consultation advise regarding options around joint microsoft tenancies and continue to engage with other councils to identify options and best practice in this area. IT is an enabling service not the deciding force. To be able to produce a strategy, a clear direction on approach to collaboration is required as it will influence the ICT approach taken e.g. a team by team business case requires a different ICT strategy to a big bang approach as does the discussion around potential co location. Any strategy also needs to link in with relevant HR and legal strategies around staff and data sharing as they are developed. Shared intranet hub - No, at this stage there is no requirement for this in a formal way. However both intranets have sections dedicated to the collaboration and are updated with relevant information for staff alongside a joint comms approach.

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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	<p><b>Current:</b> Commitment to consult O&amp;S; clear and agreed governance principles and processes; SEMs agreed</p> <p><b>Planned:</b> 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</p> <p><b>Future:</b> JGC to consider need for further joint committees or sub-committees; councillor briefing sessions</p>	<p><b>Primary officer owner:</b> Joint Chief Executive (JCX), Joint Strategic Directors</p> <p><b>Senior Cllr:</b> Leaders and Portfolio Holders for Organisational Development</p>	4 - Medium	2 - Significant	Medium	2 - Very Low	2 - Significant	Low	18,19	1	Further joint committees or sub-committees - No new committees set up, for JGC to consider.
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.	<p><b>Current:</b> Initial staff sharing arrangements agreed; performance management meetings harmonised; IAA; clear political direction as to the way forward; colleagues from Organisational Development are meeting with other local authority officers who have shared services/staff/arrangements</p> <p><b>Planned:</b> Options analysis for shared staffing structure in development</p> <p><b>Future:</b> Identify best practice sharing opportunities; joint Organisational Development &amp; Cultural framework; develop an articulated change strategy including expected behavioural norms; consider staff survey related to collaboration</p>	<p><b>Primary officer owner:</b> Joint Chief Executive (JCX), Executive Heads of Service</p>	3 - Low	2 - Significant	Medium	2 - Very Low	1 - Small	Low	20,21	9	Best practice sharing opportunities - Colleagues from Organisational Development are meeting with other local authority officers who have shared services/staff/arrangements.
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	<p><b>Current:</b> T&amp;CP frequent item at all staff briefings; HR monitoring exit interviews &amp; recruitment data; Wellbeing Group promoting wellbeing activities (WBC); T&amp;CP report release investment for T&amp;CP limited resource; performance reports are scrutinised by O&amp;S at both councils each quarter, considering impact of collaboration</p> <p><b>Planned:</b> 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; paper to go to CMB for a formal Joint Wellbeing Group</p> <p><b>Future:</b> Investment in HR support, investment in organisational change management; Joint Organisational Development &amp; 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; discussion at JCC (Wk c/11 March) to hold monthly, 1 hour face to-face meeting with Management and UNISON reps from the Councils, focussed on the collaboration and planned changes</p>	<p><b>Primary officer owner:</b> Joint Chief Executive (JCX), HR Leads</p>	6 - Very High	2 - Significant	High	4 - Medium	2 - Significant	Medium	22	5	<p>Regularly review impact of collaboration on service performance - Performance reports are scrutinised by O&amp;S at both councils each quarter.</p> <p>All staff briefing - held weekly, with T&amp;CP as a frequent item.</p> <p>Transparency about the collaboration plans from senior management with employees and unions - At JCC (UNISON/CAPITA Joint Consultative Committee) (Wk c/11 March) discussed holding new face to face meeting on Collaboration with Management Reps and UNISON reps from GBC and WBC. These will be monthly 1 hour meetings, to focus specifically on the collaboration and planned changes. The change in focus of the collaboration has been communicated with UNISON by Pedro at recent JCC.</p> <p>Wellbeing activities being promoted - WBC - no formal Wellbeing Group, but working on paper to go to CMB for a joint Wellbeing Group for GBC and WBC. There have been delays to this due to recent staffing changes and workload pressures. The informal Wellbeing Group promote wellbeing activities throughout the year, e.g. Desk yoga, Waverley Walks. Activities will be put on for each day of Mental Health Awareness Week (13-17 May).</p> <p>No wellbeing activities being promoted across both Councils, but one outcome of the paper on shared Wellbeing Group would be to put in place joint approach to number of wellbeing initiatives in future.</p> <p>Investment for T&amp;CP limited resource - budget to be unlocked through business cases for savings projects.</p>
CULTURE	There is a risk collaboration options are restricted by current or past decisions or non-aligned decision making processes (24.01.24)	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)	<p><b>Current:</b> EPB; regular monitoring of service plans; T&amp;CP risk register, reviewed by JGC (last meeting 24/01/24, next next meeting to be canvassed for May), informal joint Executive meetings, aligned specific Council meetings; SEMs will be considered when there are committee papers relating to collaboration projects</p> <p><b>Planned:</b> Review constraints through business cases and those arising from legacy decisions (as business cases are produced they will consider existing constraints), phase Programme accordingly, SEMs, Service plan format is being refreshed, new plans for both GBC and WBC are due to be taken to O&amp;S and Executive June 2024</p>	<p><b>Primary officer owner:</b> Executive Heads of Service</p>	4 - Medium	2 - Significant	Medium	2 - Very Low	1 - Small	Low	23		<p>Service plan monitoring - Service plan format is being refreshed. New plans for both GBC and WBC are due to be taken to O&amp;S and Executive June 2024.</p> <p>SEM's - will be considered when there are committee papers relating to collaboration projects.</p> <p>Review constraints through business cases and those arising from legacy decisions - As business cases are produced they will consider existing constraints.</p> <p>Collaboration risk register being reviewed by JGC - last reviewed on 24 January 2024, next JGC meeting on 3 June 2024</p>

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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	<b>Current:</b> Comms leads from GBC and WBC in T&CP Team, <b>separate websites</b> <b>Planned:</b> Joint comms <b>and engagement</b> plan in development, including joint branding; points of access for service users clear <b>Future:</b> 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	<b>Primary officer owner:</b> Joint Chief Executive (JCX), Comms Leads	2 - Very Low	2 - Significant	Low	2 - Very Low	1 - Small	Low	24	5	Joint comms plan - Comms and engagement plan in development.
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, political change in one or both authorities or senior leadership	<b>Current:</b> First phase completed (JMT); T&CP Board; IAA; Shared Vision Statement. <b>Planned:</b> Plan current collaboration so it could adapt; regular communication with government stakeholders (councils, DULHC, MPs) on progress of partnership	<b>Primary officer owner:</b> Joint Chief Executive (JCX), Joint Strategic Directors and Executive Heads of Service <b>Senior Cllr:</b> Leaders	5 - High	3 - Critical	High	4 - Medium	2 - Significant	Medium	25, 26	1	
SYSTEMS	There is a risk that there is not an appropriate or affordable IT solution(s) to enable the collaboration (03.06.24)	18	restricted/limited opportunities for collaboration, or results in duplication/inefficiencies	Unable to harmonise IT systems across services;  unable to deliver collaboration projects or delivered with less efficiency and more duplication (as working across different IT systems);  negative impact on culture and collaboration.	<b>Current:</b> IT issues raised at T&CP Board (?), IT aspects of collaboration projects will be considered on a case by case basis <b>Planned:</b> Develop and implement a new shared IT strategy (IT teams have done initial work on high level options depending on business requirements) <b>Future:</b> Joint IT Way Forward Group meeting (paused whilst awaiting clarity on approach being taken for the collaboration and change of directors).	<b>Primary officer owner:</b> Joint Chief Executive (JCX), Strategic Director (Community Wellbeing) and Joint Executive Head of Service (Communications & Customer Services) <b>Senior Cllr:</b> Leaders	5-High	3-Critical	High	4-Medium	3-Critical	Medium	27	11	

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								Total overall	170			Total overall	124			

**Risk Criteria Key**

Likelihood	
Score	Likelihood Indicators
1	Almost ir 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	Significar 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	Devastat 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	12	18	24	
	High	5	10	15	20	
	Medium	4	8	12	16	
	Low	3	6	9	12	
	Very low	2	4	6	8	
Almost impossible		1	2	3	4	