






No.	Programme/ Workstream	Description of Risk	Potential Impact	Re-baselined 27.4.23			Mitigating Actions - 27.4.23	Risk Owner	Revised 27.4.23			Latest 9.6.23			Trend	Notes
				Impact	Likelihood	Initial Risk Score			Revised Impact	Revised Likelihood	Revised Risk Score	Latest Impact	Latest Likelihood	Latest Risk Score		
R5	Programme	Changes in Council leadership result in change to strategic direction	Project assumptions and plans become invalid and changing priorities prevent delivery of the programme	5	4	20	Leadership of both councils committed to the delivery of the programme to ensure they are best placed for the future and provide the best services to their respective communities  Clear communication and engagement with all stakeholders to be maintained throughout life of the project	PS	5	4	20	5	2	10		27.4.23 - Political leadership to change May 23 9.6.23 - Political leaderships have confirmed their continued support for the programme
R12	Service Delivery	Service reviews do not deliver agreed benefits	Agreed benefits not realised	5	4	20	The Service Delivery Workstream will use a service review and business case template to ensure that all projects are evaluated using the same criteria and deliver the required benefits  Check and Challenge process to ensure that the reviews are delivering the 6 design principles	SD WL	5	3	15	5	3	15		
R14	HR and Workforce Development	Staff are not supported through transformational change	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk - programme budget has been allocated to required training  Ongoing support for staff going through change	HR & WD WL	5	3	15	5	3	15		
R15	HR and Workforce Development	Policy framework and terms and conditions are not resolved	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk and considered within service reviews	HR & WD WL	3	2	6	3	2	6		1.2.23 - Terms and conditions agreed by both Council Dec 22
R24	Programme	Finance function under resourced	Phase 2 service reviews within the Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	06.10.22 Recruitment to vacant posts underway. SD WL considering best way to create capacity and temporary resourcing within Phase 2 of the Programme	SRO	5	3	15	5	2	10		13.12.22 - Moved to Issue status 27.4.23 - Finance support agreed 9.6.23 - Finance support in post
R25	ICT	Failure to manage risks within ICT, including resources, contract and management workload	Phase 2 service reviews within Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Regular meetings held with ICT on their particular workstream involved in the OneTeam review process and therefore aware of particular workload	SRO	5	2	10	5	2	10	