

	Risk	Mitigations
16.	Ensuring clarity around new/redesigned service	<ul style="list-style-type: none"> • Clear and consistent communications delivered to all stakeholders regarding the development of redesigned services/processes as they develop. • Method for implementation of redesigned services should be communicated at the earliest possible opportunity.
17.	Ensuring that the implementation of joint work does not adversely affect service delivery / performance	<ul style="list-style-type: none"> • Transition management will be ongoing from the start of the programme until the new service is in operation and fully supported • A business as usual approach will be taken to allow improved processes to be implemented as existing ones continue to operate
18.	Ensuring that benefits are realised throughout the transformation process and beyond	<ul style="list-style-type: none"> • Establish benefits (tangible/intangible) from the as is state • Ongoing measures to track expected benefits • Continually refine, re-asses and adjust benefits profiles • Continually monitor programme progress against the predicted benefits and SLAs
19.	Ensuring that there is sufficient drive and commitment to the programme to deliver changes across both authorities	<ul style="list-style-type: none"> • Shared Chief Executive with oversight of both Councils • Shared Leadership Team • Shared Services Project Board