

Risk	Sub No	Sub Risk	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation	Net Risk Score			New Developing Controls	Risk Manager	CLT Risk Owner	Target Date	Corporate Priority
					I	L	GS		I	L	NS					
Lack of Resilience	1a	Lack of individual resilience to work in a changing environment	Workplace stress		4	4	16	Health and safety arrangement for managing work related pressure, supported by an online stress work tool.	4	3	12	Robust workforce planning.	Head of Organisation and Workforce Development	Chief Executive	Ongoing	Organisational Resilience
			Decreased staff morale					A range of training courses in place to help build individual resilience skills.								
	1b	Lack of capacity to deliver Council services	Inability to deliver an effective service	Employee commitment	4	5	20	Development programmes implemented such as coaching, mentoring and aspiring managers programme	4	4	16	Effective people planning with a view to more generic roles to reduce the burden on key officers.	Head of Organisation and Workforce Development	Chief Executive	Ongoing	Organisational Resilience
		Unable to recruit into difficult to recruit roles	Change organisation form / increase joint working arrangements	Development programmes for specific areas of recruitment problems such as social care and				Transformation process to ensure that the Council becomes an agile				Head of Corporate Development, Engagement and Communication	Chief Executive			

			to deliver services with reduced resource				teaching				organisation				
		Loss of corporate memory					Manage relationships with the Trade Unions in order to embrace employee change.				Deliver a programme of commissioning / service reviews to explore alternative delivery models	Head of Commissioning	Director of People		
1c	Over reliance on public sector services	Unable to deliver core services / statutory duties to residents	Build a more resilient community to reduce reliance on the public sector	4	5	20	Five Year Council Plan in place.	4	4	16	Delivery and implementation of the Council Plan Implementation of a robust performance management framework to ensure adequacy of internal service provision	Head of Corporate Development. Engagement and Communication	Chief Executive	Ongoing	Communities