

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	G S		I	L	N S					
Lack of Resilience	1a	Lack of individual resilience to work in a changing environment	Workplace stress		4	4	16	Attracting external funding through partnership working. And contracts to create more sustainable services.	4	3	12	Corporate marketing support for new business and business development	Head of Corporate Development. Engagement and Communication	Deputy Chief Executive	Ongoing	Deliver quality services
								A range of training courses in place to help build individual resilience skills.								
			Decreased staff morale					Absence management procedures in place.								
								Audit undertaken to review resilience and governance given continuing staff reductions.								
	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	Explore the potential of partnership working with, for example, health, to address issues with recruitment	Head of Organisation and Workforce Development	Deputy Chief Executive	Ongoing	Deliver quality services
	Unable to recruit into difficult to recruit roles.	Change organisation form / increase joint working arrangements to deliver	Development programmes for specific areas of recruitment problems such as social care and teaching.	Effective people planning with a view to more generic roles to reduce the burden on key officers				Deputy Chief Executive								

	1b	Lack of capacity to deliver Council services.	Loss of corporate memory.	services with reduced resource.				Manage relationships with the Trade Unions in order to embrace employee change.				Transformation process to ensure that the Council becomes an agile organisation	Deputy Chief Executive	Chief Executive	Ongoing	Deliver quality services
												Deliver a programme of commissioning / service reviews to explore alternative delivery models	Deputy Chief Executive	Chief Executive		
	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		4	5	20	Development and implementation of Council Plan from 2015 onwards.	Deputy Chief Executive	Chief Executive	Ongoing	Improving health and wellbeing