

Risk	Sub No.	Sub-Risk	% Overall Weighting	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation	Nett Risk Score			New / Developing Controls	CLT Risk Owner	Target Date	Corporate Priority
						I	L	GS		I	L	NS				
Lack of Resilience	2a	Lack of capacity to deliver Council services.	50%	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	New Business Planning process to link resource requirements with planned objectives and outcomes.	Chief Executive	Ongoing	Organisational Resilience
				Unable to recruit into difficult to recruit roles.					Change organisation form / increase joint working arrangements to deliver services with reduced resource.				Transformation process and targeted marketing campaigns in place for difficult to recruit to posts, new Next Step Blackpool portal developed.			
				Loss of corporate memory.									Deliver a programme of commissioning / service reviews to explore alternative delivery models.			
	Annual IPA system linked to learning and development needs.	Director of Adult Services / Director of Children's Services	Ongoing													
	Workforce Strategy in place.															
	Launch of new jobs portal - Greater Jobs.															
		New preferred agency in place - Reed.														
		Recruitment and retention plan in Children's Social Care.														
		Effective use of Apprenticeship levy to aid succession planning and hard to fill vacancies.														
		Learning and development opportunities to build capacity.														
		Manage relationships with the Trade Unions in order to embrace employee change.														
		Transition / handover document in place.														
		Leavers checklist in place.														
	2b	Over reliance on public sector services.	30%	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 current Council Plan. Development of timeline and process in place for refreshed Council Plan (post 2019).	Chief Executive	Ongoing	Communities and Economy
									Workforce Strategy in place.				Refreshed three year business planning cycle developed. Refined performance management framework to in place to ensure adequacy of internal service provision.			
	2c	Lack of individual resilience to work in a changing environment.	20%	Workplace stress.		4	4	16	Arrangements for managing work related pressure, supported by an online stress work tool and iPool module.	4	3	12	Robust workforce planning.	Chief Executive	Ongoing	Organisational Resilience
				Decreased staff morale.					A range of training courses in place to help build individual resilience skills.				Development of invest to save proposal to improve attendance management.			
									Absence management procedures in place.				Leadership Charter and Leadership Development programme being developed to ensure employees are well led and supported.			
									Workforce planning iPool module in place.							
									Workforce Strategy in place.							
									Access to an employee assistance programme.							
<b>Overall Nett Risk Score</b>									<b>15.2</b>							