

No.	Risk	Description	Cause
3	Workforce sustainability	Delivery of future ambitions	Recruitment and retention of staff in certain areas; national shortage of certain roles and skills; unable to compete on salary; increased demand / ambition. Capacity and ability to change.

Consequence	Impact	Probability	Risk Owner	Control / Action description
<p>Increased workload putting pressure on capacity. Resulting in poor morale, impact on wellbeing, high turnover, increased sickness, poorer outcomes and impact on service delivery,</p>	<p>4</p>	<p>4</p>	<p>Helen Bishop</p>	<p>Delivery of an agreed local pay deal with Unions</p>
				<p>Development and implementation of a pay and grading review</p>
				<p>Continued implementation of Leadership Development</p>
				<p>Continue workshops on People policies and procedure for managers</p>
				<p>Digital skills training programme for all staff</p>
				<p>Continued delivery of occupational health and Employee Assistance Programme provision</p>
				<p>Continued delivery of comprehensive internal communications campaign for the People Programme</p>
				<p>Continued development of recruitment procedure to include proactive recruitment campaigns and better outreach to community networks</p>
				<p>Development of "Grow our Own" apprenticeships</p>

APPENDIX 1

Due Date	Action Owner	Residual Impact	Residual Probability
31.03.24	Tom Hook	3	3
01.07.24	Gail Malkin		
31.03.25	Gail Malkin		
31.03.25	Gail Malkin		
30.09.24	Gail Malkin		
31.03.25	Gail Malkin		
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