















Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk and proposed actions with timeline	Residual Risk Rating (Pxl) & Trend	Risk Matrix Symbol
	Community Impacts & Risks	Delivering service that customers and citizens need		
A1	<p>The risk that the Council’s incident management / emergency planning is insufficient to manage a serious incident or series of related incidents leading to short term or prolonged impacts on the Kirklees community and Council employees and operations.</p> <p>Potential risk causes include, but are not limited to:</p> <ul style="list-style-type: none"> • Weather related events • Industrial accident • Infectious disease outbreak • Terrorist attack 	<ul style="list-style-type: none"> • The Council has an embedded emergency management system that aligns to National guidance, including annual assurance audit under EPRR core competencies assessment. • All our plans are subject to regular review as per work programme. We also regularly train people in their roles and test these via exercises. • Governance is provided via Kirklees Health Protection Board. • Debriefing following incidents so that lessons can be identified and plans modified where necessary. <p style="text-align: center;"><i>Responsible for this chief executive and all strategic directors</i></p>	 Q2: 4x4=16	
A2i	<p>The council does not adequately safeguard children because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.</p>	<ul style="list-style-type: none"> • Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. • Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children), • Ofsted – Ongoing preparation for ILACS inspection, collating evidence, understanding our narrative, refreshing service development plan. SEND transformation programme – workstream will address any issues arising from SEND inspection. • Monthly QA meetings focusing on key areas, giving assurance of grip, management oversight, quality of practice and performance. • Service Practice learning days in place contributing to children’s services objective of being a learning organisation 	 Q2: 3x4 = 12	





		<ul style="list-style-type: none"> • Review of practice following the child sexual exploitation in other authorities and the emerging requirements. • Ensure that workloads are balanced to resources, and that this worked is prioritised when there are staff resource availability issues • Staff and skill development to minimise dependence on key individuals. <p style="text-align: right;"><i>Responsible for this risk – M Meggs</i></p>		
A2ii	<p>The council does not adequately safeguard vulnerable adults, and those subject to elder abuse, because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.</p>	<ul style="list-style-type: none"> • Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. • Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children), Safeguarding Adults Reviews and Domestic Homicide Reviews • Active management of cases with media interest, Adults have an Escalation pathway monitored by Safeguarding Service manager. • Completion of the development of the Corporate Safeguarding Policy (approved by Cabinet March 2022) • Joint development between Adults, Children’s, Mental Health and external agencies to develop the transitional exploitation pathways (16-18 year olds) of the non-recent and recent exploitation pathways • Implementation of the self-neglect pathway • Ongoing awareness raising through functions such as Safeguarding Week • Review of current practices following the child sexual exploitation in other authorities and the emerging requirements. Adults have implemented a Survivors team to work with adult survivors of CSE. • Ensure that workloads are balanced to resources, and that this worked is prioritised when there are staff resource availability issues, Adults continue to review and prioritise risk and actively work with staff in monitoring workloads during workload management conversations. • Staff and skill development to minimise dependence on key individuals. • Use of agency staff and or contractors when necessary. Also responded to recruitment and retention issues by a bespoke recruitment drive, jobs fairs and offering certain roles a retention payment • Ideal manager training 	 <p>Q2: 4x5 = 20</p>	







		<ul style="list-style-type: none"> • Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally. • Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes Adults Safeguarding Board has own specific risk register. • Operational Systems pressures meeting allow for an operational discussion around wider pressures within the systems. Adult social care has a well-developed Risk Escalation Conference for Self-Neglect cases which is multi-agency focused. • Effective listening to messages about threats from other parts of the council and partner agencies • Proactive recognition of Members role as “corporate parent” • Additional work to ensure that corporate safeguarding activities include appropriate control arrangements. • Comprehensive audit programmes ensure quality oversight (such as effective record keeping, risk management and decision making) • Adult’s representation on all strategic and operational groups related to safeguarding (such as Prevent, Domestic Abuse and Modern Day Slavery) <p style="text-align: right;">Responsible for this risk – R Parry</p>		
A3	<p>Legacy issues of historical childcare management practices, and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.</p>	<ul style="list-style-type: none"> • Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required. • Risk matrix and risk management approach implemented with the police and partners. • Provision of support pathways to assist victims • Understand relationship with the Prevent strategy, and issues linked to counter terrorism • Ensure effective record keeping • Learning from external reports on CSE issues re Oxford, Rotherham etc <p style="text-align: right;">Responsible for this risk –M Meggs</p>	 Q2: 4x4 = 16	







<p>A4</p>	<p>Failure to address matters of violent extremism and related safer stronger community factors, including criminal exploitation, (and with the potential of safeguarding consequences for vulnerable individuals), or national or international incidents (e.g., terrorism), out with the councils control, create significant community tension, with the risk of public disorder, and threats to councillors going about their duties. National terrorism threat level raised as a consequence of Ukraine and Russia</p>	<ul style="list-style-type: none"> • Dedicated community tensions monitoring process and a clear procedure to process intelligence related to protests and tensions. Procedure includes Police and Emergency planning colleagues. • Weekly tensions monitoring meetings are held with all relevant partners – these can quickly switch to daily if required. • Prevent Partnership Action Plan. • Community cohesion work programme • Local intelligence sharing and networks. • Status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding. • Counter terrorism local profile. • Global events can create ongoing potential issues and tensions, (national risk status raised recently) which the council needs awareness and mitigations strategies. • West Yorkshire Violence Reduction Unit will assist • Local measures to ensure councillors are/feel protected (and staff and others) including access to relevant information. • Protect and Prepare obligations to mitigate terrorism risk on publicly accessible locations (PAL) • Assurance processes re ensuring appropriate understanding associated with the use of public and client access to the internet (terrorism and extremism related) <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs</i></p>	<p> Q2: 3x5=15</p>	<p></p>
<p>A5</p>	<p>Failure to adequately address the challenges of climate change is a risk both to operational processes, as a result of severe weather events and the Council’s ability to maintain services, and reputationally, to demonstrate compliance with the Council’s own climate change commitments. Certain government grants require demonstration of climate commitments, impacting on funding</p>	<p>Operational response:</p> <ul style="list-style-type: none"> • Operational and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding, winter maintenance budgets are supported by bad weather contingency, gritting deployment plans etc..) • Investment in flood management • Awareness of local consequences such as ensuring appropriate levels of energy efficiency in residential and commercial property, and the financial consequences • Lobbying for financial and other government support in relation to the costs of meeting obligations <p>Strategic response:</p>	<p> Q2: 4x5=20</p>	<p> </p>



	<p>available and statutory obligations relating to climate change are becoming more stringent.</p>	<ul style="list-style-type: none"> • Climate Emergency declared in 2019 • Phase 1 climate emergency response, delivering immediate, ‘low hanging fruit’ action such as installing EV charge point infrastructure • Phase 2 will see a Climate Change Action Plan published in Autumn 2022, detailing how we will become carbon neutral and climate ready by 2038 • Consultant-led work, due to be completed by August 22, to understand Kirklees’ climate change risks and vulnerabilities and identifying possible adaptation measures. • PCAN (Placed-Based Climate Action Network) and UoL led work, completed in Jan 22, outlining the pathways to Net Zero for Kirklees, in-line with the districts 2038 net zero target and UK’s 2050 net zero target. • Climate Change engagement underway to inform the Action Plan, including a resident survey alongside workshops with Council and non-Council stakeholders. The results for which will be published as part of the Autumn 22 Action Plan. <p>Delivery capacity and funding</p> <ul style="list-style-type: none"> • Level of expectation in Climate Change programme area exceeds the current staff resources in this area. Additional scope being added is likely to outstrip the current capacity further. • Lack of funding means the service operate beyond set budgets and are unable to take specific actions or do so at risk of service delivery, as no funding has been allocated. <p style="text-align: right;"><i>Responsible for this risk – C Parr</i></p>		
<p>A6</p>	<p>The impact of the “cost of living crisis” (specifically inflationary pressure leading to increased prices for food and fuel) on individuals, the community, partners and the business sector, and on their priorities, and their consequent demands for council service Understanding that impact on the voluntary sectors may reduce their</p>	<ul style="list-style-type: none"> • Launched local campaign which has detailed the various national and local sources of support available to residents. This is available digitally, but we have also taken a place-based approach to this and worked with local community organisations, frontline services, healthcare providers etc to ensure that physical leaflets are also available in order to support and facilitate conversations. There will also be a social media campaign to raise awareness to targeted groups. • Local Area Co-ordinators working in communities will signpost residents to the appropriate services/agencies etc wherever possible. • Second £3.7m support package now approved for implementation 	 <p>Q2: 4x4=16</p>	





	<p>ability to support communities, with a consequent impact on the council.</p>	<ul style="list-style-type: none"> • Our Local Welfare team fund 3 foodbanks in Kirklees to ensure residents can access crisis food. We are also working in partnership with third parties to provide a place-based response to food access. • Staff will be provided with information/training to enable them to provide accurate information and advice. Exploration of upskilling front line workforce to have brief intervention conversations - in order to provide appropriate support and signposting. • Supervisions will include discussions in relation to staff resilience and action taken to address any issues identified. Identify any suitable training including Resilience Training • Local Welfare team are currently facilitating the allocation of the governments Household Support Fund to local residents; • The Suicide prevention action group have prioritised cost of living/economical adversity as a significant risk factor for suicide prevention. • Engagement in resilience discussions with NHS partners • Understanding potential impacts on demand for council services • Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced. • Understand if changes in the availability of council and / or community facilities is affecting Voluntary Organisations • Assess dependency on voluntary organising, and impacts that coronavirus has on their sustainability, and consider actions. <p style="text-align: center;"><i>Responsible for this risk – R Parry / M Meggs / R Spencer-Henshall / All</i></p>		
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	The finances of the Council	Keeping the Council solvent		
A7	A failure to achieve the Councils Budget impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level including quarterly reporting to Cabinet / ET etc... Escalation processes are in place and working effectively. Agreed 5 year plan with forecast reviewed and updated regularly. Alignment of service, transformation and financial monitoring. Tracker developed which allows all change plans to be in view and monitored monthly Ongoing budget monitoring with monthly (and quarterly) financial reporting Regular meetings with Service Directors Regular finance business meetings to share knowledge and best practice Use of Virements where appropriate Availability of reserves Review of Business Plan - HRA <p style="text-align: right;">Responsible for this risk - E Croston & ET</p>	 Q2: 4x5=20	
A8	<p>Inflationary pressures are resulting in cost increases, which impact on the council directly, and on the ability of contractors to deliver activities of the specified quality at the agreed price.</p> <p>And a reduction in expected income as both tenants, residents and businesses are struggling with the 'cost of living' and unable to meet financial commitments.</p>	<ul style="list-style-type: none"> Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices (e.g., 5-year expectation of cost increases by one quarter on construction projects) Regular review of priorities and available resources Regular monitoring of expenditure and updated forecasts Follow contract procedure rules and renegotiate or retender contracts as appropriate. Ensure that budgets anticipate likely cost impacts with reasonable allowances built into budget costings to cover inflation risk Determine if increased costs such as energy make efficiency projects more financially attractive or reduce consumption by less use of heating. Internal Board to ensure a corporate approach <p style="text-align: right;">Responsible for this risk - E Croston & all strategic directors</p>	 Q2: 4x4=16	





<p>A9</p>	<p>The council has significant financial risks related to increasing (above budget) demand for services:</p> <ul style="list-style-type: none"> • Complex Adult Care • Childrens Care • Educational high needs • HRA Rent collection • Waste disposal and waste strategy • Social care legislation impacts • Grant schemes, where the council takes on cost or outcome risk 	<ul style="list-style-type: none"> • Dedicated Finance Managers for each service area • Maximisation of available income sources • Dedicated income management teams • There are regular links to performance meetings, monitoring KPIs and contract compliance. • Investment in technology or operational delivery arrangements also helps mitigate cost pressures or new legislative requirements. • Significant service pressures recognised as part of resource allocation • Responsibility for budgetary control aligned to Strategic and Service Directors. • Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs • Seek to recover additional costs where budgets held by other parties or partners • Utilise supplementary resources to cushion impact of cuts and invest to save. • Assess grant related risks and seek to mitigate (with the grant regime) <p style="text-align: right;">Responsible for this risk - E Croston & ET</p>	<p style="text-align: center;"></p> <p>Q2: 4x5 = 20</p>	<p style="text-align: center;"></p>
<p>A10</p>	<p>Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.</p>	<ul style="list-style-type: none"> • Treasury management policy which sets out the policies and objectives of its treasury management activities and treasury management practices, how those policies and objectives will be achieved and how treasury management will be managed and controlled. • Treasury management strategy and plan recommended to and approved by the Corporate Governance & Audit Committee and Cabinet • Report to Council (via the Corporate Governance & Audit Committee and Cabinet) at least once in relation to treasury management activity during the year • Keeping updated in relation to rate changes <p style="text-align: right;">Responsible for this risk - E Croston</p>	<p style="text-align: center;"></p> <p>Q2: 2x4 = 8</p>	<p style="text-align: center;"></p>
<p>A11</p>	<p>Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the council finances.</p>	<ul style="list-style-type: none"> • Ensure adequacy of financial revenue reserves to protect the council's financial exposure and maintain effective management to minimise impact on the council essential services. • Actively consider the appropriate treatment for known risks, accepting that insurance provided by 3rd party may not always be the optimum solution. 	<p style="text-align: center;"></p> <p>Q2: 2x4 = 8</p>	<p style="text-align: center;"></p>

		<ul style="list-style-type: none"> Maintain awareness of risk activity that the insurance market is unwilling to cover and developments of offerings in this area. Eg: <ul style="list-style-type: none"> Combustible composite panelling (cladding) Cyber attack <p style="text-align: right;"><i>Responsible for this risk - E Croston & J Muscroft</i></p>		
	Governance	Operating legally and ethically		
A12	The councils arrangements to effectively design, implement and monitor adherence to policies , are inadequate, leading to the potential for failure, error, illegality or delay	<ul style="list-style-type: none"> Open policy development Open decision making, including full consultation Effective challenge (between officers, officers and members, and between member), with sufficient time for adequate consideration and scrutiny (e.g. timely publication of Key Decision Notices) Doing the basics well eg. proper recording of all decisions. Strong training and effective assurance to ensure this happens Carefully following all rules and requirements, particularly those related to Financial Procedures Rules and Contract Procedure Rules Clarity of management responsibility and understanding <p style="text-align: right;"><i>Responsible for this risk – chief executive and all strategic directors</i></p>	 Q2: 2x5 = 10	
A13	Statutory obligations create additional resource requirements that are not covered by existing government / other funding allocations and impact on the councils current policies and strategies.	<ul style="list-style-type: none"> Horizon scanning and work to ensure that the local impacts of national legislation, or other changes are fully understood as soon as practical Open consideration of options and how these may impact across communities, and impact on current activities Continue to lobby, through appropriate mechanisms, for additional resources e.g., Local Government Association (LGA) Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources Ensure that budgets anticipate likely impacts Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. Lobby for appropriate shares of NI levies for local authorities- or similar funding. Ensuring efficacy of social care levy if ever shared 	 Q2: 4x3 = 12	  

		<ul style="list-style-type: none"> Understand, scenario plan and monitor financial implications from Health & Social Care legislation being prompted by government <p style="text-align: center;">Responsible for this risk – chief executive and all strategic directors</p>		
	Resource Utilisation	Operating successfully and effectively		
A14	<p>Council supplier and market relationships, including contractor failure leads to.</p> <ul style="list-style-type: none"> loss of service, poor quality service an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed) complexities and difficulties in making decisions and arrangements in respect of significant and long running major outsource contracts, and their extension and renewal. Inability to secure contractors at all, or to achieve a clear open competition <p>(Recognising higher risk at times of inflation, especially against fixed price contracts)</p>	<ul style="list-style-type: none"> Proactively encourage and stimulate interest in tendering for council contracts Develop and publish market position statements and procurement pipeline opportunities and undertake regular dialogue with market. Ensure sufficient time is allocated to procurement activities to allow for pre-market engagement (where appropriate) and to allow time for potential suppliers to submit bids within timescales Adherence to procurement processes, including the agreed governance framework, to ensure the risks associated with approvals are documented and escalated appropriately Ensure appropriate consideration of procurement and financial risks; e.g. thorough financial assessment when a potential supplier failure could have a wide impact on the council’s operations but take a more open approach where risks are few or have only limited impact. Recognise and mitigate for differing sources of risk such as reliance on single suppliers and contracting with firms that derive large proportions of their business from the public sector Commission effectively; ensuring specifications are fit for purpose Undertake robust contract management - ensuring suppliers are performing and delivering against any key performance indicators and plans in place to manage external pressures such as changes to NMW, recruitment / retention challenges, supply chain disruption Instigate early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements Adhere to payment terms to maintain adequate cash flow for smaller contractors <p style="text-align: right;">Responsible for this risk – J Muscroft</p>	 Q2: 5x4 = 20	

<p>A15</p>	<p>Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council’s obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines.</p>	<ul style="list-style-type: none"> • Thorough, understandable information governance policies and practices that are clearly communicated to workforce and councillors • Effective management of data, retention and recording. • Compliance with retention schedules. • Comply with new legislation around staff access to sensitive data. • Council has a Senior Information Risk Owner (“SIRO”) officer and a Data Protection Officer (DPO) supported by an Information Governance Board • Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate • Recognition of increased risk from homeworking may increase risks or change their perspective (e.g., destruction of paper records, extra training) • Compliance with IT security policy. • Increased awareness of officers and members as to their obligations, responsibilities etc, through training • Recognising and understanding “cloud” based products and the advantages and risks that they provide • Business continuity procedures. <p style="text-align: right;"><i>Responsible for this risk – J Muscroft & R Spencer Henshall</i></p>	<p></p> <p>Q2: 3x4 = 12</p>	<p></p>
<p>A16</p>	<p>The risk of a data breach and / or impaired system functionality caused by a malicious cyber attack leading to inability to deliver council services, costs to recover / compensate and associated reputational damage</p>	<ul style="list-style-type: none"> • Cyber Strategy approved by ET and IG Board being implemented by IT Service • Penetration tests and PSN accreditation is maintained on an annual basis • Immutable back up equipment to at least preserve data in the event of a cyber attack • Thorough, understandable security policies and practices that are clearly communicated to workforce and councillors and adherence monitored • Recognition of increased risk from homeworking which may increase or change mitigations required (e.g., additional training) • Increased awareness of officers and members as to their obligations, responsibilities etc, through training • Recognising and understanding “cloud” based products and the advantages and risks that they provide • Business continuity procedures (in various scenarios) including recognising that some solutions may involve a return to paper based solutions and records 	<p></p> <p>Q2: 5x5 = 25</p>	<p></p>




		<ul style="list-style-type: none"> Proactive management of cyber issues, including additional web controls Continued adherence to NCSC guidance <p style="text-align: center;">Responsible for this risk – T Hudson, A Simcox & Rachel Spencer Henshall</p>		
A17	<p>Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive. (And the potential of prosecution and corporate /personal liability) (and particularly issues of fire safety)</p>	<ul style="list-style-type: none"> Health and Safety Oversight Board Bi-annual corporate performance reports. Audit of the health and safety management systems of Services within the Council, carried out in accordance with HSE guidance Successful Health and Safety Management (HSG (65). Management review and inspection of high risk premises at 3 yearly intervals and medium risk premises at 5 year intervals. Accident reports monitored and followed up and or investigated as necessary. The Council’s online accident and incident reporting system provides regular information to managers and now includes near miss reporting to enable Services to learn lessons before a serious incident occurs. Mandatory health and safety training matrix developed to specify the minimum level of training dependent on role within the Council. A well-managed training programme will help to develop a positive health and safety culture as well as helping to ensure that the Council meets its legal duty to protect its employees. Corporate Landlord inspects low risk premises. <p style="text-align: center;">Responsible for this risk – R Spencer Henshall</p>	 Q2: 2x4 = 8	
A18i	<p>Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.</p> <p>Residential property</p>	<ul style="list-style-type: none"> Housing Building Safety Assurance Board established to provide assurance across this risk Fire safety protocols established; fire door replacement programme is underway and waking watches implemented in high rise properties Asbestos replacement programme ongoing with procedures in place to identify and remove in compliant manner <p style="text-align: center;">Responsible for this risk – D Shepherd</p>	 Q2 4x5 = 20	

<p>A18ii</p>	<p>Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.</p> <p>Non-residential property</p>	<ul style="list-style-type: none"> • Managed through Health & Safety Oversight Board • Compliance testing matrix in place identifying sources of risk, test requirement as detailed in legislation and test frequency • Asbestos and Legionella currently reported as AMBER H&S Risk Report • Embedded programme of fire risk assessments, inspections and audits in place, as documented in Corporate Fire Safety Policy • Active site management • Routine servicing and cleansing regimes in place with ongoing activity to improve data collection gaps • Work practices to address risks from noxious substances • Property disposal strategy linked to service and budget strategy • Corporate compliance guide being created to develop all servicing regimes and reasoning to allow areas that are more at risk to be addressed first <p style="text-align: right;"><i>Responsible for this risk – C Parr/ D Shepherd</i></p>	 <p>Q2 4x3 = 12</p>	
<p>A19</p>	<p>The risk of failing to retain a sustainable, diverse, workforce, including</p> <ul style="list-style-type: none"> • An appropriately skilled workforce to meet the demands of the council / government agenda • aging and age profile • encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks) • recognising that labour shortage affects a large part of economic activity • and ensuring that the workforce is broadly content, 	<ul style="list-style-type: none"> • Refreshed People Strategy now in place • Recruitment for dedicated resource to focus on workforce planning has been successful and is now in place • Regular monitoring of workforce data at ET and all SLTs • Ongoing pilot activity to trial workforce planning approaches and utilise benchmarking data across Adults, Growth & Regeneration, Communities, Catering & Cleaning • Support requirements for frontline services are being actively considered both within People Services and across services • My Learning (MiPod Xtra replacement) has now launched making learning easier to access for everyone • Continuing to support selective use of interim managers and others to ensure continuity of progress regarding complex issues • Recruitment strategy to promote the range of employee benefits and emphasise the job satisfaction factors, specifically from service employment • Engage and encourage younger people through targeted apprenticeships, training and career development opportunities • Focus on Mental Health Awareness, including stress, with promotion of Wellbeing surveys, Wellbeing network and dedicated support service 	 <p>Q2: 4x4 = 16</p>	

	without whom the council is unable to deliver its service obligations.	Responsible for this risk – R Spencer Henshall		
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All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon

TREND ARROWS

Worsening	
Broadly unchanged	
Improving	

CONTROL OPPORTUNITIES

H	This risk is substantially in the control of the council
M	This risk has features that are controllable, although there are external influences
L	This risk is largely uncontrollable by the council

Code

Community	Finance	Employees	Environmental/ Climate	Assets/ Property	Health & Safety	IT/Data	Goods/ supplies	Compliance/ Legal
