

Risk Identifier	CR-17
Risk Title	Organisational Stress due to Pace of Change

Risk Description	Risk Owner	Directorate Responsible
Due to scale of pressures in local government and indeed in Uttlesford, there is a significant risk that with the Local Government Reorganisation and managing the current financial deficit over the life of the MTFS, the pace of change will negatively affect staff morale, cause increased periods of sickness, impact on staff organisational loyalty and the ability to recruit new staff.	Angela Knight	Corporate

Previous Risk	Current Risk	Risk direction	Cabinet Member	Key Dates
Likelihood Impact Score	Likelihood Impact Score	Stable	Councillor Lees	Date Registered 5th June 2024
3 3 9	3 3 9			Last update 14 April 2024

Background	Service Area Affected
A Government white paper was issued setting out the Governments intentions regarding Devolution and Local Government Reorganisation. Local Government Reform is about abolishing county, district and existing small unitary councils (e.g. Southend and Thurrock) and merging them into larger unitaries with population sizes of something between 350,000 and 500,000. The council continues to face an ongoing financial deficit position, as set out in the MTFS. The Blueprint Uttlesford programme has been triaged and currently is focusing on income generation projects.	All

Triggers	Risk Type	Risk Response Category
Local Government Reorganisation Income generating projects not achieving expected outcomes New responsibilities or regulatory changes affecting local government.	Threat	Reduce

Risk Response	Risk Response Actionee	RAG Status	Progress Update	Next Scheduled Update
Communication and Engagement with staff	CMT	Green	The Chief Executive provided a dedicated all staff briefing session on the 9 January, once Government issued the White Paper setting out the intention for complete Local Government Reorganisation. The session was hybrid session to maximise the number of staff who could attend. A further update was provided during the Staff Conferences in March. CMT members have a LGR as a standing item on the agenda and are required to ensure their managers and teams are given regular updates.	Sep-25
Blueprint Uttlesford Programme - corporate project to address the financial deficit	CMT	Amber	The council still faces a large deficit position as set out in the MTFS and needs to have a credible plan to address this. The Blueprint programme will now be based on income generating projects and based on the current position until 'Vesting Day' this deficit can be met through the sale of commercial asset(s) and income generation and use of reserves.	Sep-25
The Workforce Plan has been created as a key document to support the organisational change. Attached to the Workforce Plan is a detailed action plan, setting out the workstreams on how we will deliver support our staff.	Angela Knight/Nicola Roberts	Amber	The workforce plan will focus on how it can best support the councils staff through the significant changes over the next three years. This will initially focus on improving our Learning and Development offer to staff. This is aimed at putting them in the best possible position for a future in the newly formed Unitary or in gaining new employment elsewhere. A Learning and Development officer will be recruited and we are investigating the options in a Learning and Development system.	Sep-25

Key for RAG status of risk response	
R	Control is not in place or working or progress has slipped
A	Control is not working efficiently and some challenges remain
G	Control is working or predominantly in hand or completed