

Risk name	Description	Theme	Impact	Likelihood	Total	Mitigations
Failure to meet agreed/communicated consultation deadline on pay	Failure to meet agreed/communicated consultation deadline on pay resulting in additional cost and time to get to agreement and possible knock-on effect to council budget appropriately	Cost and time	1	1	1	1) Critical path monitored and consultation feedback clearly understood so we can avoid possible delays. Ongoing tracking and monitoring for impact
Additional new profiles being requested	Additional new profiles being requested resulting in more budget and time required, dilution of correct profile 'levels' and the purpose of the project	Cost and time	1	1	1	3) Early engagement with design authority 2) Organising additional context meetings so B&NES understand better 1) Collate job description so profiles accurately match current work
Miscommunication or misunderstanding of current job description vs new role profiles	Miscommunication or misunderstanding of current job description vs new role profiles. Reality of the job does not reflect the job description and therefore the profiles (70% match). This will affect evaluation accuracy	Quality	1	1	1	2) Clear comms circulated to explain RP's and supporting Role Specific Criteria. Appeal process in place for individual queries at Letter 2 stage. 1) Obtain job descriptions to have a fuller understanding of the work undertaken
Lack of TU engagement	Delays in discussing the new Pay and Reward Strategy could delay the delivery timescales of the programme	Time and Quality	2	3	6	Planned regular discussions with TU in place but poorly attended. Time scheduled for TU negotiations. Clarity from both council and TUs in place during discussions Approach determined with TU. Update: GMB absence in early discussions. TU's delay in submitting queries in timely manner and responding. Only 1 of 3 TU's went to consultative ballot.

Fail to reach agreement with Trade Unions	The processes to agree new pay and reward structure may take time and/or be exhausted before agreement is reached	Time and quality	2	3	6	Planned regular discussions with TU in place. Time scheduled for TU negotiations. Determine approach with TUs. Seek legal advice as required
Impact of the national pay award on Pay Strategy	The impact of the National Pay discussions could have an adverse effect and cause confusion on local Pay Reward Discussions. Final national pay offer still subject to agreement and may not be in place for planned implementation date	Cost	2	2	4	Tracking pay discussions alongside critical path. Update: Pay reward (2024) had minimal impact on new strategy (implemented Nov 2024). Current pay discussions (2025) within existing budget capacity. Continue to monitor the national picture alongside critical path.
Salary reduction for key senior staff (Heads of Service) during pay strategy work leading to loss of staff	As part of the Pay and reward strategy, groups of senior staff may be at risk of leaving if pay discussions lead to a pay reduction. This could have a negative effect on services and service delivery.	People	4	3	12	Discussions with staff directly affected. Discussions with Trade Unions to review alternative options. Right of appeal in place. Pay protection in place for 3 years. All directors and HoS briefed Nov 24
Recruitment and retention challenges for those facing pay decrease	Listed as a Corporate Risk, awareness of impact of these changes on those facing a grade decrease in terms of pay, morale, motivation and feeling valued.					Discussions with staff directly affected. Right of appeal in place and pay protection after 3 month notice period for all. Staff turnover monitored closely and reasons for leaving discussed and understood. Council has a pay protection policy in place – following negotiation with the TU's this has been increased from 2 years to 3 years for all staff which is up to 10% of the salary to be protected. This mitigates potential claims of challenges of unlawful deduction of wages and breach of contract claims

						Regular conversations with affected staff including career conversations about roles and opportunities.
Failure to implement new pay and reward strategy	No agreement is reached and no changes are made to incorporate a new strategy.	Cost and time	2	3	6	Contingency options in place in consultation with legal. Those due an increase do not receive it. Potential challenges from staff who may seek to raise equal pay issues having been issued with a Role Profile and an increase in salary – opens up the Council to significant financial and reputation risk
Trade Unions balloting for strike action	If talks reach a point where the Trade Unions ballot their members for strike action. Would need clear basis for industrial action.	Time and quality	4	2	8	Statutory services would be at higher risk (waste & recycling, passenger transport, childrens social care). Monitoring of impact on services and temporary withdrawal of non-statutory services to ensure available resources are deployed to ensure statutory services are delivered. Services potentially impacted on short term basis.
Senior pay disparity	Changes in the market and recruitment to a new post on a higher salary than previous postholder mean that Exec Director pay inconsistent if agreed changes are not implemented.	People	2	2	4	Continue to monitor impact Use of market supplements to address the differentials in pay