

Appendix 7 – Leadership Risk Register as at 11/02/2023

| Level of risk                  | How the risk should be managed  |
|--------------------------------|---|
| <b>High Risk</b><br>(16-25)    | <b>Requires active management</b> to manage down and maintain the exposure at an acceptable level. Escalate upwards.  |
| <b>Medium Risk</b><br>(10 -15) | <b>Contingency Plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.   |
| <b>Low Risk</b><br>(1 – 9)     | <b>Good Housekeeping</b> - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same. |

| Risk Scorecard – Residual Risks |                   |             |                   |                      |              |                     |
|---------------------------------|-------------------|-------------|-------------------|----------------------|--------------|---------------------|
|                                 |                   | Probability |                   |                      |              |                     |
|                                 |                   | 1 - Remote  | 2 - Unlikely      | 3 - Possible         | 4 - Probable | 5 - Highly Probable |
| Impact                          | 5 - Catastrophic  |             |                   | L08                  |              |                     |
|                                 | 4 - Major         |             | L09               | L03-L06-L07- L11-L14 | L01          |                     |
|                                 | 3 - Moderate      |             | L04 - L05-<br>L10 | L02-L12              | L13          |                     |
|                                 | 2 - Minor         |             | L02-              |                      |              |                     |
|                                 | 1 - Insignificant |             |                   |                      |              |                     |

| Risk Definition    |  |
|--------------------|--|
| <b>Leadership</b>  | Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities |
| <b>Operational</b> | Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services   |

| Residual risk level<br>(after existing controls) Pvl |        |        | Mitigating actions<br>(to address control issues)  | Comments  | Last updated                          |
|--|--------|--------|--|---|---------------------------------------|
| Probability  | Impact | Rating |  |   |                                       |
| 4  | 4      | 16     | <p>Posts are filled by appropriately qualified individuals. When posts become vacant the JD is reviewed to ensure it meets the needs of the wider team and that the essential skill levels and experience are appropriate.</p> <p>Investment Strategy agreed annually. Strategic Place Shaping Board providing a gateway process for capital investment decisions which comply with governance framework.</p> <p>Timely and good quality budget monitoring reports, particularly property income and capital. Unit 4 financial system provides improved management information.</p> <p>Introduction and implementation of an Asset Management Strategy. Shareholder Agreements in place with subsidiaries which require regular management reports to be shared with the Shareholder which allows for dialog between the entities.</p> <p>Work is underway to maximise the impact of the available space in Banbury town centre, encouraging an enjoyable shopping experience alongside space for non-retail activity to co-exist.</p> <p>Finance support and engagement with programme management processes, project boards and steering group.</p> <p>Integration and continued development of Performance, Finance and Risk reporting.</p> <p>Regular involvement and engagement with colleagues across the county as well as involvement in Regional and National finance forums.</p> <p>Regular member training and support. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.</p> <p>Budget setting will not be an annual event, but will be a continuous process of reviewing budget monitoring and reflecting trends in the MTFs.</p> <p>Regular utilisation of advisors as appropriate.</p> <p>Internal Audits being undertaken for core financial activity and capital as well as service activity.</p> | <p>The team is currently fully staffed with appropriately qualified individuals. Continuous Professional Development opportunities are offered and maximised by CIPFA, LGA, Link, Pixel. New financial system helping to support the monitoring process.</p> <p>New investment proposals are considered as part of the budget setting process and as and when they arise. The MTFs and budget setting continue to enhance the scrutiny and quality of new investments.</p> <p>Improvements to business partnering and budget management continue to be identified and implemented. Asset Management Strategy to be finalised and approved by Council.</p> <p>Depending on the profile of the project, finance rep will either be at Strategic or Finance Business Partner or Service Accountant level. Involvement will reflect locally on outcomes.</p> <p>Integrated reporting has been embedded but needs to be adapted to reflect requirements of the committees at which it's elements are scrutinised.</p> <p>Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2025/26 and impact on our MTFs.</p> <p>Regular training will be undertaken. Most recently, to induct newly elected members on the Council's finances, and the induction of new members of the Accounts Audit and Risk committee.</p> <p>Updated budget monitoring for 2022/23 with a greater focus on savings delivery and budget management. Introduction of Budget Oversight Group will review budget position monthly in order to challenge budget holders to manage their budgets within approved parameters.</p> <p>Borrowing strategy recently reviewed in consultation with our financial advisors (amongst others).</p> <p>Regular reporting of progress on internal audits considered by the Accounts Audit and Risk Committee.</p> | Risk reviewed 31/01/2023 - No changes |

| Residual risk level<br>(after existing controls) Pvl |        |        | Mitigating actions<br>(to address control issues)  | Comments   | Last updated |
|--|--------|--------|--|--|--------------|
| Probability  | Impact | Rating |  |  |              |
|  |        |        | <p>Summarise and distribute announcements to CLT, Leader and Lead Member for Finance as and when announcements are made relating to Spending Reviews and other government announcements affecting Local Government.</p>  | <p>No detail in the Spending Review to be able to plan for additional resources in 2024/25 with any confidence - must wait for Local Government Finance Settlement 2024 to understand the impact.</p>  |              |
|  |        |        | <p>Financial forecasts of resources for 2023/24 had assumed a reduction in resources from business rates compared to February 2022 assumptions. The budget for 2022/23 was agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme has been taking place throughout 2022/23 with mitigations required if slippage was identified.</p> <p>Council agreed a balanced 2022/23 budget at its meeting on 28 February 2022. If resources were to fall significantly below the 2022/23 forecast level the Council has made a number of contingencies available in 2022/23 and, if required, a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19, or due to further economic shocks in the short-term, e.g. the cost of living crisis). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase. Ongoing impacts would be addressed as part of the budget setting process.</p> <p>A business rates reset is assumed from 2025/26 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2023/24 is nearly complete, with savings proposals sought that would enable the Council to operate within the forecast level of resources.</p> <p>Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered.</p> <p>New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected and that there is an identified business need.</p> | <p>The Council currently anticipates a medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions anticipated to start from 2025-26 the financial resilience of the Council could be severely impacted.</p> <p>The Council will set its 2023/24 budget on 27 Feb 2023 and will then monitor the delivery of the budget and begin preparations for the 2024/25 budget process in order to meet the forecast shortfall identified in the MTFs.</p> <p>The Government announced a 3 year Spending Review for 2022/23 - 2024/25 in October 2021. This provided the resource envelope for Government Departments to operate in and has set out an overall increase in local government spending power over the three year period, but did not provide any specific funding allocations for individual local authorities. In the provisional settlement for 2023/24, the government committed to maintaining council spending power, but it is not clear how this commitment will be delivered in the final year of the settlement.</p> |              |

| Residual risk level (after existing controls) Pvl |        |        | Mitigating actions (to address control issues)   | Comments   | Last updated                              |
|---|--------|--------|--|--|---|
| Probability                                       | Impact | Rating |  |  |   |
| 3   | 3      | 9      | <p>Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.</p> <p>Review Directorate/Service risk registers.</p> <p>Ensure Committee forward plans are reviewed regularly by senior officers.</p> <p>Ensure Internal Audit plan focusses on key leadership risks.</p> <p>Appointed Interim officer regarding FOIs/EOIs and enquiries. Regular reports to CLT and DLT outline our performance regarding meeting statutory deadlines.</p> <p>Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23.</p> <p>Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors.</p> <p>External support secured for key corporate projects including Growth Deal and IT Transformation Programme.</p> | <p>Development in legislation continues to be closely monitored as implemented e.g. subsidy control (formerly state aid regime) being reviewed and government guidance tracked as it is developed and published .</p> <p>Additional steps are under way to develop a regular review of legislative developments that will be service team focused to enhance awareness of statutory obligations and legal developments.</p>      | Risk reviewed 08/02/2023 - No changes     |
| 3   | 4      | 12     | <p>Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. LDS updated as required with programme management approach adopted to ensure progress against plan.</p>   | <p>The Local Development Scheme (LDS) was last updated in September 2021. It includes programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL).</p> <p>The Oxfordshire Local Planning Authorities agreed to stop work on the Oxon Plan in August 2022. Local Plans for the City and Districts will now provide</p> | Risk reviewed 24/01/23 - Comments updated |

| Residual risk level<br>(after existing controls) Pvl |        |        | Mitigating actions<br>(to address control issues)  | Comments  | Last updated |
|--|--------|--------|--|---|--------------|
| Probability  | Impact | Rating |  |   |              |
|  |        |        | <p>Regular Corporate Director and Lead Member briefings</p> <p>LDS updated as required with programme management approach adopted to ensure progress against plan</p> <p>LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals.</p> <p>Authority Monitoring Reports continue to be prepared on a regular annual basis.</p> | <p>the framework for the long term planning of Oxfordshire. An issues consultation for the Cherwell Local Plan Review was completed on 14 Sept 2020. An Options consultation was undertaken from 29 September to 10 November 2021. A draft Local Plan was presented to the Overview and Scrutiny Committee on 11 January 2023 and to the Executive on 19 January 2023. Consultation on the Plan was deferred to allow officers to consider the comments made. The programmes for work on the Canalside SPD and CIL are aligned to the Local Plan review timetable and will be updated as work on the Plan progresses.</p> |              |

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|--|--------|--------|---|---|--|
| Probability  | Impact | Rating |   |   |  |
| 2  | 3      | 6      | <p>Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework</p> <p>Cross-council BC Steering Group meets regularly to identify BC improvements needed</p> <p>ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss</p> <p>Corporate ownership and governance revised as a result of separation of OCC and CDC</p> <p>BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented.</p> <p>BC exercises to be arranged</p> <p>Incident management framework in place and revised to reflect arrangements post separation from OCC. The IMF is available on the Intranet to all staff.</p> | <p>The Council maintains businesses continuity plans for services to ensure that critical services can continue to be provided in the event of an emergency incident. Remote working enables most teams to work effectively from home and sustain services in the event of travel disruption or inability to use council buildings. A new incident management framework was approved by CLT in November, has been shared with Duty Directors and has been published on the Intranet. The Council's Intranet pages on Business Continuity have also been updated to provide better information for staff. A document repository and management system is now in place for key business continuity plans and is in the process of being populated with new documents when they are refreshed. Teams have been asked to update BIAs in advance of a complete review of Business Continuity Plans. Residual risk assessment updated in January to reflect recent actions.</p> | <p>Risk Reviewed<br/>06/02/2023 - Residual risk assessment and comments updated.</p> |

| Residual risk level (after existing controls) Pvl |        |        | Mitigating actions (to address control issues)   | Comments   | Last updated  |
|---|--------|--------|--|--|---|
| Probability                                       | Impact | Rating |  |  |   |
| 2   | 3      | 6      | <p>Emergency plan contacts list being updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel.</p> <p>OCC Emergency Planning providing expert advice and support under a partnership arrangement which continues post decoupling.</p> <p>Supporting officers for incident response identified in the emergency plan and wallet guide.</p> <p>Refreshed incident management plan developed and pushed following separation from OCC. Staff briefed on arrangements at February all staff briefing.</p> <p>Training provided for all Duty Directors in late 2021 and early 2022. Training for new duty directors arranged for October and December 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers.</p> <p>On-call rota being maintained and updated to reflect recent staffing changes</p> <p>Authority continues to be represented at the Local Resilience Forum</p> | <p>The council is maintaining its duty director rota for any emergency incidents that might arise. Training has been provided for new Extended Leadership Team members to support them in their new role as Duty Director. A new Incident Response Framework was approved by CLT in November, has been provided to Duty Directors and is now published on the Intranet for all staff to access. A staff briefing on the Duty Director and Emergency Response arrangements was included in the All Staff Briefing in early February. This new IMF reflects changes following separation from OCC. Duty Directors also have access to this framework on the Cherwell Resilience Direct pages along with a key contacts guide. A 'lessons learned' review of an incident in July (which resulted in no disruption to the council but tested our response arrangements) identified some actions to improve awareness of the council's business continuity incident response arrangements. These actions have been completed.</p> | <p>Risk Reviewed<br/>06/02/2023 -Residual risk assessment, mitigating actions and comments updated.</p> |
| 3   | 4      | 12     | <p>Engagement with the CE sub-group of Safeguarding Children Board following the Jacob CSPR to identify improvements to local arrangements.</p> <p>Implementing local changes to the multi-agency arrangements in Cherwell seeking to prevent child exploitation to address findings in the Jacob CSPR.</p> <p>CSP to adopt improved oversight of the local arrangements to ensure these are effective.</p>  | <p>Work is continuing to implement changes to the local arrangements for tackling child exploitation following the Jacob CSPR. A wider partnerships review for the Oxfordshire strategic partnerships has been undertaken and will conclude in early 2023. This is expected to lead to changes in how the strategic partnerships work together. Plans are in development for local reporting on exploitation risks to Community Safety Partnerships which will support the Partnership to ensure that local response arrangements are effective.</p>   | <p>Risk Reviewed<br/>06/02/2023. No changes.</p>  |

| Residual risk level<br>(after existing controls) Pvl |        |        | Mitigating actions<br>(to address control issues)                               | Comments | Last updated |
|--|--------|--------|---|----------|--------------|
| Probability  | Impact | Rating |   |          |              |
|  |        |        | Community based exploitation disruption models to be developed and implemented. |          |              |
|  |        |        | Continue to engage with partnership arrangements in place to identify risks.    |          |              |

| Residual risk level<br>(after existing controls) Pvl |        |        | Mitigating actions<br>(to address control issues)  | Comments   | Last updated  |
|--|--------|--------|--|--|---|
| Probability  | Impact | Rating |  |  |   |
| 3  | 4      | 12     | <p>As a result of decoupling from OCC the strategic H&amp;S lead is no longer in place but a recruitment campaign in progress to recruit a Health and Safety Manager who will take a corporate lead on Health and Safety matters.</p> <p>Post decoupling senior management will have monthly monitoring of H&amp;S matters as a standing item at senior management meetings. The corporate H&amp;S register will be managed and monitored with a focus on the depots as our highest risk areas.</p> <p>Corporate H&amp;S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion.</p> <p>Relevant and required policies and procedures are being reviewed.</p> | <p>The Health and Safety Manager commenced employment on 1 December 2022 and is taking forward actions arising from the recent Health and Safety Audit report.</p> <p>Health and Safety matters regularly discussed across the organisation.</p> | <p>Risk reviewed 07/02/2023<br/>- New manager added</p> |

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|--|--------|--------|--|--|---|
| Probability  | Impact | Rating |  |  |   |
| 3  | 5      | 15     | <p>Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.</p> <p>Members given presentations and cyber training with the Police Cyber Security Advisor.</p> <p>The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions.</p> <p>Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.</p> <p>IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.</p> <p>Cyber Security advice and guidance regularly highlighted to all staff.</p> <p>External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.</p> <p>Internal Audit completed cyber audits with no major issues or significant risks identified.</p> <p>Joint OCC/CDC Cyber Security Officer in place - this is likely to continue after decoupling under SLA.</p> <p>Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams.</p> <p>Cyber Security Manager has reviewed advice and provided assurance on our compliance.</p> <p>All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe.</p> | <p>Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. The controls and any further controls will not reduce the potential impact should the risk occur e.g., if we were subject to a ransomware attack the effect on the council could be catastrophic. We do have controls in place to prevent this happening and plans to deal with and recover from such an incident should it occur.</p> <p>The controls in place have reduced the probability from 'probable' to 'possible', we don't believe that this is reduced further to the point of it being 'unlikely' as it is possible, we could be subjected to either a cyber incident or data breach within the Council.</p> <p>The National Cyber Security Centre (NCSC) advise an increased risk of cyber-attack due to escalating tensions in Eastern Europe. The overall risk score remains the same.</p> <p>A recent Audit of the Cyber function (CDC and OCC jointly) rated the that the system of control is being maintained (Amber) It should be noted that two elements of the Audit were red rated, and these were regarding procedural documentation which since have been resolved.</p> | <p>Risk reviewed 07/02/2023</p> <p>- No changes</p> |

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|--|--------|--------|--|--|--|
| Probability  | Impact | Rating |  |  |  |
| 2  | 4      | 8      | <p>Monitoring of implementation of corporate policies and procedures to ensure fully embedded</p> <p>Ensure web pages remain up to date</p> <p>Annual refresher and new training programmes including training for new members</p> <p>Attendance at safeguarding boards and participation in learning events</p> <p>Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice</p> <p>Regular internal cross departmental meetings to discuss safeguarding practice</p> <p>Action plan acted upon and shared with Overview and scrutiny committee once a year</p> <p>Corporate monitoring of all referrals</p> | General Safeguarding training has been promoted to Members resulting in a positive response.   | Risk reviewed 03/02/2023<br>- Comments updated                       |
| 2  | 3      | 6      | <p>A Shareholder Representative has been appointed following the decoupling from OCC, the Shareholder Representative is a former Chief Executive, regular governance arrangements are in place.</p> <p>Resilience and support being developed across business to support and enhance knowledge around council companies.</p>   | A formal governance review is being undertaken by the Shareholder Representative and the Monitoring Officer following the decoupling from OCC as part of the overall Transition Plan. The update Governance report was taken to CLT on 14th September. SH transitioned as Stakeholder representative on 24th November, with ongoing support in the interim from NE. The review of the governance is now with a third party assessing this. Work is ongoing between GH and CDC to ensure a viable business plan moving forward. Independent advice has been agreed to review any cases put forward. | Risk reviewed 07/02/2023<br>- Potential impacts and Comments updated |

| Residual risk level<br>(after existing controls) Pvl |        |        | Mitigating actions<br>(to address control issues)   | Comments | Last updated |
|--|--------|--------|---|----------|--------------|
| Probability  | Impact | Rating |   |          |              |
|  |        |        | Skills and experience being enhanced to deliver and support development, challenge and oversight. |          |              |
|  |        |        | Work with one company to ensure long term support arrangements are put in place.                  |          |              |

| Residual risk level<br>(after existing controls) Pvl |        |        | Mitigating actions<br>(to address control issues)   | Comments   | Last updated                                    |
|--|--------|--------|---|--|---|
| Probability  | Impact | Rating |   |  |   |
| 3  | 4      | 12     | <p>Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects of COVID-19 lockdown, have on supply.</p> <p>The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.</p> <p>Business continuity plans in place</p> | Shiraz Sheikh extending SLA with Publica. Contracts Register almost complete with over 500 contracts now recorded. | Risk reviewed 03/01/2023-<br>Commentary updated |

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|--|--------|--------|---|--|---|
| Probability  | Impact | Rating |   |  |   |
| 3  | 3      | 9      | <p>Standing item at senior officer meetings – regular review of risk and control measures - through CLT and DLTs.</p> <p>Leadership programme identifying Programme and Project Management is being developed and rolled out to ELT during 2022/23.</p> <p>The Monitoring Officer is a member of full member of CLT.</p> <p>The Annual Governance Statement was produced and has been published. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.</p> | Risk is currently under complete review. Review of Constitution is underway, due to go to full council 27/02 | Risk Reviewed 08/02/23 - comments updated |

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|--|--------|--------|---|--|--|
| Probability  | Impact | Rating |   |  |  |
| 4  | 3      | 12     | <p>A CDC GD programme and programme board capability.</p> <p>Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.</p> <p>Work stream plans of work (work stream brief, schedule, RAID log) .</p> <p>Structured engagement with developers to better understand their needs.</p> <p>Appropriate escalation of issues to agree programme flexibilities where required.</p> <p>Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.</p> | <p>The Infrastructure and Homes from Infrastructure workstream (Hfi) is the only remaining live workstream within the Oxfordshire Housing and Growth Deal Programme and is being reviewed to rebalance the programme within financial parameters; work continues with the various local authority partners and the Future Oxfordshire Partnership in pursuit of this objective. It should be noted that the Productivity workstream was completed when OxLEP finalised the Oxfordshire Industrial Strategy and the Affordable Housing workstream has also been completed. Oxfordshire Plan 2050 ceased in August 2022.</p> | <p>Risk reviewed and slight amendment made 03/02/2023.</p> |
| 3  | 4      | 12     | <p>Development of relevant workforce plans.</p> <p>Development of new L&amp;D strategy, including apprenticeships.</p> <p>Development of specific recruitment and retention strategies. It is planned for CDC to develop a framework that suits the needs of all services ensuring that the Council has access to a much wider pool of staffing agencies at competitive rates.</p>  | <p>There are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.</p>   | <p>Risk reviewed 03/02/2023 - No changes.</p>              |

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|--|--------|--------|--|----------|--------------|
| Probability  | Impact | Rating |  |          |              |
|  |        |        | There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. |          |              |
|  |        |        | The new IT system has been implemented to improve our workforce data and continues to be developed to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.      |          |              |