Appendix 1 - Leadership Risk Register July 2023

Table 1 – Summary of all risks in the Leadership Risk Register with residual scores (after controls) and rating for July 2023.

High Risk (16-25) – requires active management to bring score down when possible and maintain it at an acceptable level.

Medium Risk (10 -15) - a robust contingency plan may suffice, together with early warning mechanisms to detect any deviation from the profile.

Low Risk (1-9) - good housekeeping may require some controls to reduce the probability if this can be done cost effectively, but management to ensure the impact remains low should be adequate. Re-asses frequently to ensure condition remains the same.

Risk Name	Risk July	
	Residual Score	Rating
L01 Financial resilience	16	▲
L08 Cyber Security	15	●
L03 CDC Local Plan	12	●
L06 Safeguarding the Vulnerable - Operational and partnership actions-	12	●
L07 Health and safety	12	●
L11 Financial sustainability	12	●
L13 Major Infrastructure Projects and Programmes	12	●
L14 Workforce Strategy	12	●
L02 Statutory functions	09	★
L12 Corporate Governance	09	★
L09 Safeguarding the vulnerable - Internal procedures-	08	★
L04 Business Continuity	06	★
L05 Emergency Planning (EP)	06	★
L10 Sustainability of Council owned companies and delivery of planned financial and other objectives	06	★

Table 2 - Overall position of all the risks contained within the Leadership Risk Register for July 2023 including their impact and probability scores (after controls).

		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-L10	L02-L12	L13	
	2 - Minor					
	1 - Insignificant					

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact	Rating					Probability	Impact	Rating			
L01 - Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Councillor A Nell	Michael Furness	Joanne Kaye	4	4	16	Budget setting will not be an annual event		Risk reviewed 07/08/2023 - No changes
	Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources							Finance support and engagement with programme management processes		
	Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff							Financial forecasts of resources for 2024/25 and 2025/26 have assumed a reduction in resources compared to February 2023 assumptions. The budget for 2023/24 was agreed with savings proposals identified to contribute to addressing these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2023/24 with mitigations required if slippage was identified.		
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.				Good networks established locally, regionally and nationally.									
	Inability to deliver financial efficiencies				Strong shareholder function and relationships with subsidiaries							Integration and continued development of Performance, Finance and Risk reporting		
	Exposure to commercial pressures in relation to regeneration projects.				Financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise.							Internal Audits being undertaken for core financial activity and capital as well as service activity		
	Poor customer service and satisfaction				National guidance interpreting legislation available and used regularly.							Introduction and implementation of an Asset Management Strategy		
	Increased complexity in governance arrangements				Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.							Investment Strategy agreed annually		
	Lack of officer capacity to meet service demand				Review of best practice guidance from bodies such as CIPFA, LGA and NAO.							Posts are filled by appropriately qualified individuals		
	Lack of financial awareness and understanding throughout the council				Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place.							Regular involvement and engagement with colleagues across the county		
	Increased inflation in the costs of capital schemes				Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular							Regular member training and support		
	Increased inflation in revenue costs				Independent third party advisers in place							Regular utilisation of advisors as appropriate		
					Asset Management Strategy in place and embedded							Summarise and distribute announcements to CLT		
					Transformation Programme in place to deliver efficiencies and increased income in the future							Timely and good quality budget monitoring reports, particularly property income and capital		
												Work is underway to maximise the impact of the available space in Banbury town centre		

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L02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	4	**12**	Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors.	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	3	**9**	Ensure Committee forward plans are reviewed regularly by senior officers.		Risk reviewed 08/08/2023 - No changes
	Loss of opportunity to influence national policy / legislation				Clear accountability for responding to consultations with defined process to ensure Member engagement							Ensure Internal Audit plan focusses on key leadership risks.		
	Financial penalties				National guidance interpreting legislation available and used regularly							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.		
	Reduced service to customers				Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.							External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
	Inability to deliver council's plans				Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place							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. Staff briefings on rules and procedures by MO		
	Exposure to commercial pressures				Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit									
	Reduced resilience and business continuity				Internal Audit Plan risk based to provide necessary assurances							Review Directorate/Service risk registers.		
	Reduced staff morale, increased workload and uncertainty may lead to loss of good people				Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles							Ensure Committee forward plans are reviewed regularly by senior officers.		
					Senior Members aware and briefed regularly in 1:1s by Directors							Ensure Internal Audit plan focusses on key leadership risks.		
					Arrangements in place to source appropriate interim resource if needed							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.		
					Ongoing programme of internal communication							External support secured for key corporate projects including Growth Deal and IT Transformation		
					Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.							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. Staff briefings on rules and procedures by MO		
					Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.							Review Directorate/Service risk registers.		

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L03 - CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place.	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and	Councillor D Sames	Ian Boll	David Peckford	3	4	12	Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness. A report will be prepared at the end of the calendar year.	A consultation draft of the emerging Local Plan is scheduled to be presented to the Council's Executive in September 2023. This follows its deferment by the Executive in January 2023.	Risk reviewed 01/08/2023 - Comments updated
	Negative (or failure to optimise) economic, social, community and environmental gain				Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.							An updated LDS is scheduled to be presented to the Executive in September.		
	Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal											Programme built into Directorate level objectives (e.g. via Service Plans) and staff appraisals; on-going preparation of the Local Plan is a service priority.		
	Increased costs in planning appeals											A draft Plan is being presented to the Executive in September. Project management of the Local Plan process continues.		
	Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity				On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies							Regular Corporate Director, Lead Member and Members Advisory Group briefings		
L04 - Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident impacting on the delivery of the Council's operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering	Councillor P Chapman	Ian Boll	Tim Hughes	2	3	6	BC exercises to be arranged		Risk Reviewed 07/08/2023 - No change
	Financial loss/ increased costs				Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services							BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented.		
	Loss of important data				ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss							Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework		
	Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Framework							Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group has been reconvened, need to ensure engagement across all service areas.		
	Loss of reputation				All services undertake annual business impact assessments and updates of business continuity plans									
	Reduced service delivery capacity in medium term due to recovery activity				Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed									

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L05 - Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency	4	4	16	Incident Management Framework in place and key contact lists updated monthly.	Councillor P Chapman	Ian Boll	Tim Hughes	2	3	6	Emergency plan contacts list updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel.		Risk Reviewed 07/08/2023 - No change
	Unnecessary hardship to residents and/or communities				Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements							Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.		
	Risk to human welfare and the environment				Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.									
	Legal challenge				Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually									
	Potential financial loss through compensation claims				Multi agency emergency exercises conducted to ensure readiness									
	Ineffective Cat 1 partnership relationships				Active participation in Local Resilience Forum (LRF) activities									
	Reputational damage				On-call rota being maintained and updated to reflect recent staffing changes									
L06 - Safeguarding the Vulnerable – Operational and partnership actions-Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation**.**	Increased harm and distress caused to vulnerable individuals and their families.	4	4	16	Engagement with the Oxfordshire partnerships protocol review to identify improvements to local arrangements in support of the strategic partnerships. Outcomes of review to be	Councillor P Chapman	Ian Boll	Tim Hughes	3	4	12	Need to re-engage with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC to be implemented		Risk Reviewed 07/08/2023 - No changes
	Council subject to external reviews				Child Exploitation prevalence report reviewed with LPA Commander following each CE sub-group meeting.							Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis		
	Criminal investigations potentially compromised				Community based exploitation disruption coordinated through the Joint Agency Tasking and Coordination Process.									
	Potential financial liability if council deemed to be negligent.													
	Reputational damage to the council.													

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L07 - Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	**20**	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Councillor S Dallimore	Claire Cox	Ruth Wooldridge	3	4	**12**	Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month.		Risk reviewed 04/08/2023 - No changes
	Criminal prosecution for failings Breach of legislation and potential for enforcement action.				Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.							Work still in progress with service areas around the corporate H&S register, which will be managed and monitored with a focus on the depots as our highest risk areas.		
	Financial impact (compensation or improvement actions)				Consultation with employee representatives via employer and union consultative committees (Unison)							Post decoupling senior management will have monthly monitoring of H&S matters as a standing item at senior management meetings.		
	Reputational Impact				Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.							Relevant and required policies and procedures are being reviewed.		
					H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.							Working with service areas to ensure that suitable risk assessments are in place.		
					H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.									

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L08 - Cyber Security -If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Financial loss / fine	4	5	**20**	File and data encryption on computer devices	Councillor S Dallimore	Stephen Hinds	David Spilsbury	3	5	**15**	A series of all-Council staff awareness sessions and members given presentations with the Police Cyber Security Advisor.		Risk reviewed 30/07/2023 - No changes
	Prosecution – penalties imposed				Managing access permissions and privileged users through AD and individual applications							All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe and at critical periods such as the run up to Elections		
	Individuals could be placed at risk of harm				Schedule of regular security patching							Cyber Security advice and guidance regularly highlighted to all staff.		
	Reduced capability to deliver customer facing services				Vulnerability scanning							Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.		
	Unlawful disclosure of sensitive information				Malware protection and detection							Cyber Security Officer has reviewed advice and provided assurance on our compliance.		
	Inability to share services or work with partners				Effective information management and security training and awareness programme for staff							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.		
	Loss of reputation				Password and Multi Factor Authentication security controls in place							Internal Audit completed cyber audits with no major issues or significant risks identified.		
	Increased threat to security due to most staff working from home				Robust information and data related incident management procedures in place							IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.		
					Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services							IT Officer has specific responsibility for Cyber Security and we have engaged a specialist partner to advise on industry best practices and standards.		
					Appropriate plans in place to ensure ongoing PSN compliance							Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.		
					Adequate preventative measures in place to mitigate insider threat, including physical and system security									
					Insider threat mitigated through recruitment and line management processes									
					A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.									
					Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.									

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L09 - Safeguarding the vulnerable - Internal procedures- Failure to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare.	Increased harm and distress caused to vulnerable individuals and their families	4	4	16	Safeguarding lead in place and clear lines of responsibility established	Councillor P Chapman	Yvonne Rees	Nicola Riley	2	4	8	Action plan acted upon and shared with Overview and scrutiny committee once a year		Risk reviewed 30/07/2023 - No changes
	Council could face criminal prosecution				Safeguarding Policy and procedures in place							Annual refresher and new training programmes including training for new members		
	Criminal investigations potentially compromised				Information on the intranet on how to escalate a concern							Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within		
	Potential financial liability if council deemed to be negligent				Mandatory training and awareness raising sessions are now in place for all staff.							Corporate monitoring of all referrals		
	Reputational damage to the council				Safer recruitment practices and DBS checks for staff with direct contact							Ensure web pages remain up to date		
					Data sharing agreement with other partners							Monitoring of implementation of corporate policies and procedures to ensure fully embedded		
					Attendance at Children and Young People Partnership Board (CYPPB)							Regular internal cross departmental meetings to discuss safeguarding practice		
					Annual Section 11 return compiled and submitted as required by legislation.									
L10 - Sustainability of Council owned companies and delivery of planned financial and other objectives - Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes	3	5	15	Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Councillor A Nell	Yvonne Rees	Stephen Hinds	2	3	6	A Shareholder Representative was appointed and regular governance arrangements are in place.		Risk reviewed 09/08/2023 - No change
	Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives				Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.							Resilience and support being developed across business to support and enhance knowledge around council companies.		
	Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies				Clear governance arrangements are in place.							Skills and experience being enhanced to deliver and support development, challenge and oversight.		
					Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance through the Shareholder Representative meetings and through the reporting to the Corporate Leadership Team monthly.							Work with one company to ensure long term support arrangements are put in place.		
					Training in place for those undertaking Director roles relating to the companies.									

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L11 - Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's' loss of competitive advantage.	3	4	**12**	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Councillor A Nell	Shiraz Sheikh	Michael Sullivan	3	4	**12**	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required.		Risk reviewed 07/08/2023 - No change
					Business continuity planning arrangements in place in regards to key suppliers							Service areas to ensure supplier suitability checks have been carried out prior to award of contract and 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 any issues arising.		
					Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures									
	Reduced resilience and business continuity				Intelligence unit set up procurement Hub to monitor supplier and contractor market							Services areas to keep the key suppliers under regular check including running financial checks.		
	Increased complaints and/or customer dissatisfaction				Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors									
	Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor													
L12 - Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to.	4	4	**16**	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	3	**9**	The Annual Governance Statement was produced and has been published and approved by the Audit, Accounts and Risk Committee. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.		Risk Reviewed - 07/08/2023 - Mitigating actions updated
	Risk of ultra vires activity or lack of legal compliance				Clear accountability and resource for corporate governance (including the shareholder role).									
	Risk of fraud or corruption				Integrated budget, performance and risk reporting framework.									
	Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.				Corporate programme office and project management framework. Includes project and programme governance.									
	Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.				Internal audit programme aligned to leadership risk register.									
	Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).				Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.									
	Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.				HR policy framework.									
					Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.									
					Annual Review of the Constitution by the MO with member involvement and approval by the Full Council									

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L13 - Monitoring and management of Major Infrastructure Projects and Programmes - Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.	Failure to actively manage the various Infrastructure Projects and Programmes, particularly in relation to those being delivered by Oxfordshire County Council, could lead to delays or failure to deliver timely obligations, which could lead to HM Government holding back some or all of its funding, or requiring repayment.	**4**	**5**	**20**	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery.	Councillor D Ford	Ian Boll	Robert Jolley	4	3	**12**	Establishment of appropriate officer and stakeholder governance structures to support effective programme delivery		Risk reviewed 31/07/2023 - No change
	Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders				Need to institute regular and effective dialogue with developers.							Institute regular and effective dialogue with developers		
L14 - Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff	3	4	**12**	Analysis of workforce data and on-going monitoring of issues.	Councillor S Dallimore	Yvonne Rees	Claire Cox	3	4	**12**	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.		Risk reviewed 03/08/2023 - No changes.
	Impact on our ability to deliver high quality services				Key staff in post to address risks (e.g. strategic HR business partners)							Development of new L&D strategy, including apprenticeships.		
	Overreliance on temporary staff				Weekly Vacancy Management process in place							Development of relevant workforce plans.		
												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.		
	Additional training and development costs				Ongoing service redesign will set out long term service requirements							The new IT system has been implemented to improve our workforce data and continues to be develop to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.		