Appendix 7 – Leadership Risk Register as at 18/12/2023

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - 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 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 So	c <mark>orecard – Residual</mark>	Risks												
			Probability														
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable											
	5 - Catastrophic			L08													
ಕ	4 - Major		L09 - L06	L03-L07-L11-L14	L01												
Impact	3 - Moderate		L04-L05-L10	L02-L12	L13												
	2 - Minor																
	1 - Insignificant																

	Risk Definition										
Leadership	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										
Operational	Risks to systems or processes that underpin the organisation's governance, operation and ability to deliver										
	services										

Name and Description of risk	Potential impact	Inherent (gross) risk leve (before Controls	Controls	Lead Member	Risk owner	Risk manager	risk le (afte existin contro	wel Mitigating actions or (to address control issues)	Comments	Last updat
		Probability Impact Pating	20 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5				Probability Impact	Rating		
LO1 - Financial resilience — Failure to react to external financial mpacts, new poolicy and ncreased service demand. Poor nvestment and	Reduced medium and long term financial viability		Medium Term Revenue Plan reported regularly to members.	Councillor A Nell	Michael Furness	Joanne Kaye	4 4	This continuous process will include reviewing budget monitoring, active budget management, and reflection of economic and Local Government sector trends in the MTFS. Wherever possible, policy decisions will be taken as soon as possible, rather than waiting until the February Council meeting which sets the annual budget. This will allow officers to be ready to implement, or have implemented, policy decisions which will maximise positive impacts on the budget.		Risk reviewe on 06/12/23 No changes
nsset nanagement lecisions.	Reduction in services to customers		Balanced medium term and dynamic ability to prioritise resources					Financial forecasts of resources for 2024/25 and 2025/26 have assumed a reduction in resources compared to February		
	Increased volatility and inability to manage and respond to changes in funding levels		Highly professional, competent, qualified staff					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		
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.		Good networks established locally, regionally and nationally.					programme will take place throughout 2023/24 with mitigations required if slippage was identified.		
	Inability to deliver financial efficiencies	1	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		
L: th	Lack of officer capacity to meet service demand	1	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 member training and support		
	Increased inflation in revenue costs	†	regular basis. Independent third party advisers in place					Regular utilisation of advisors as appropriate		
			Asset Management Strategy in place and embedded Transformation Programme in place to deliver efficiencies and increased income in the future	-				Summarise and distribute announcements to CLT Timely and good quality budget monitoring reports, particularly property income and capital Work is underway to maximise the impact of the available		
02 - Statutory	Legal challenge	3 4 1:	Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors.	Councillor	Stephen Hinds	Shiraz Sheikh	3 3	space in Banbury town centre 9 Ensure Committee forward plans are reviewed regularly by senior officers.		Risks revie
ailure to meet tatutory	Loss of opportunity to influence national policy / legislation	1	Clear accountability for responding to consultations with defined process to ensure Member engagement	Dallimore	Times	Official		Ensure Internal Audit plan focusses on key leadership risks.		changes
bligations and olicy and egislative	Financial penalties	1	National guidance interpreting legislation available and used regularly					Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the		
hanges are not nticipated or lanned for.	Reduced service to customers	1	Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly					Council's functions. External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
	Inability to deliver council's plans		reviewed. 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,		
	Exposure to commercial pressures	†	Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit					and is cascaded throughout 2022/23. Staff briefings on rules and procedures by MO		
	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 Arrangements in place to source appropriate interim resource if	-				Ensure Internal Audit plan focusses on key leadership risks. Establish corporate repository and accountability for		
			needed					policy/legislative changes taking into consideration all of the Council's functions.		
			Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects	1				External support secured for key corporate projects including Growth Deal and IT Transformation Programme. Learning and development opportunities identified and		
			and ensure resources are allocated as required. Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.					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		

Name and Description of risk	·	Inherent (gross) risk level (before 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			
								Review Directorate/Service risk registers.		

		Inherent					Residua	at		
Name and Description of	Potential impact	(gross)		Lead	Risk	Risk	risk leve	Mitigating actions	Comments	Last updated
risk	·	(before		Member	owner	manager	existing	(to address control issues)	Comments	Lust apaated
		Probability Impact Pating					Probability Impact	Aaring		
Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as	Poor planning decisions leading to inappropriate growth in inappropriate place.	4 4 1	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 review	Councillor D Sames	lan Boll	David Peckford	3 4 1	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.	Consultation on a draft of the Cherwell Local Plan Review took place from 22 September to 3 November 2023. A new programme for the Local Plan was agreed when the Council's Executive approved an updated Local Development Scheme' on 5 September 2023. An Annual Monitoring Report will be presented to the Exercutive on 4 December 2023.	Risk reviewed on 29/11/2023 - Comments updated
development in inappropriate locations, inability to demonstrate an	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 presented to the Executive when there is a significant change in the circumstances for the Local Plan timetable.		
housing and planning by	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		
Continuity - Failure to ensure that critical services can be	Inability to deliver critical services to customers/residents Financial loss/ increased costs	4 4 1	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Councillor P Chapman	Ian Boll	Tim Hughes	2 3	BC actions post-audit are being implemented as per plan. BCSG meeting routinely and corporate refresh across all areas is progressing. BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented.		Risk reviewed on 07/12/2023 - No changes
long term incident	Loss of important data		ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data					Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework		
delivery of the Council's	Inability to recover sufficiently to restore non-critical services before they become critical		Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments					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		
operations	Loss of reputation Reduced service delivery capacity in medium term due to recovery activity		and updates of business continuity plans Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed					areas.		
L05 - Emergency Planning (EP) - Failure to ensure	Inability of council to respond effectively to an emergency	4 4 1	Incident Management Framework in place and key contact lists updated monthly.	Councillor P Chapman	lan Boll	Tim Hughes	2 3	Emergency plan contacts list updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel.		Risk reviewed on 07/12/23 - No changes
	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 are covered	Chapman				Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.		nto on angeo
respond appropriately to a civil emergency	Risk to human welfare and the environment		Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.							
fulfilling its duty as a category one responder	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							

Name and		Inherer					Residua			
Description of risk	Potential impact	risk lev (before	el Controls	Lead Member	Risk owner	Risk manager	(after existing controls	(to address control issues)	Comments	Last updated
		Probability Impact					Probability Control Impact	•		
Vulnerable – Operational and			I6 Engagement with the Oxfordshire partnerships protocol review to identify improvements to local arrangements in support of the strategic partnerships. Outcomes of review to be implemented. Child Exploitation prevalence report reviewed with LPA	Councillor P Chapman	Ian Boll	Tim Hughes		Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary. Exploitation concerns and actions discussed routinely at Joint		Risk reviewed on 07/12/23 - No changes
actions-Failure to work effectively with partners to identify and	Criminal investigations potentially compromised		Commander following each CE sub-group meeting. Community based exploitation disruption coordinated through the Joint Agency Tasking and Coordination Process.					Agency Tasking and Co-ordination meetings on a monthly basis		
protect vulnerable people in the	Potential financial liability if council deemed to be negligent.									
district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Reputational damage to the council.									
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	x Ruth Wooldridge	3 4 1	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 on 06/12/2023 - No changes
	Criminal prosecution for fallings 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 responsibile 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.							

Name and Description of risk	Potential impact	Inherent (gross) risk leve (before Controls	Controls	Lead Member	Risk owner	Risk manager	Residua risk leve (after existing controls	Mitigating actions (to address control issues)	Comments	Last updated
L08 - Cyber	Financial loss / fine	Probability The Propability Pating	File and data encryption on computer devices	Councillor	Stephen	David	ω Probability or Impact	De graph of the control of the contr		Risk reviewed
Security -If there is insufficient security with regards to the data held and IT systems used by	Prosecution – penalties imposed		Managing access permissions and privileged users through AD and individual applications	S Dallimore	Hinds	Spilsbury		given presentations with the Police Cyber Security Advisor. 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		on 5/12/2023 - No changes
insufficient protection against malicious attacks on council's systems then	Individuals could be placed at risk of harm Reduced capability to deliver customer facing services	 - 	Schedule of regular security patching Vulnerability scanning					Cyber Security advice and guidance regularly highlighted to all staff. Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.		
there is a risk of: a data breach, a loss of service, cyber- ransom.	Unlawful disclosure of sensitive information Inability to share services or work with partners	-	Malware protection and detection Effective information management and security training and awareness programme for staff					Cyber Security Officer has reviewed advice and provided assurance on our compliance. 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 Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services					IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports. 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 Adequate preventative measures in place to mitigate insider threat, including physical and system security					Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber 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.							

Name and Description of risk	Potential impact	Inheren (gross risk leve (before Control	Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)	Mitigating actions (to address control issues)	Comments	Last updated
		Probability Impact	ding.				Probability Impact Rating			
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 Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent Reputational damage to the council	4 4	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation.	Councillor P Chapman	Yvonne Rees	Nicola Riley	2 4 8	Action plan acted upon and shared with Overview and scrutiny committee once a year Annual refresher and new training programmes including training for new members Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Corporate monitoring of all referrals Ensure web pages remain up to date Monitoring of implementation of corporate policies and procedures to ensure fully embedded Regular internal cross departmental meetings to discuss safeguarding practice	Monthly Safeguarding training/ briefings continue with good attendance. Safeguarding News Bulletin to all safeguarding champions keeping safeguarding at the forefront and identifies shared learning across the districts. Self-Assessment/ Section 11 was endorsed by Overview and scruttiny and signed off for submission by PFH	Risk reviewed on 05/12/2023 - Comments updated
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 Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3 5 1	5 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. 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. Clear governance arrangements are in place. 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. Training in place for those undertaking Director roles relating to the companies.	Councillor B Wood	Stephen Hinds	Shiraz Sheikh	2 3 6	A Shareholder Representative was appointed and regular governance arrangements are in place. Resilience and support being developed across business to support and enhance knowledge around council companies. 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.		Risk reviewed 05/12/2023 - No changes

Name and Description of risk	Potential impact	Inherent (gross) risk leve (before Controls	Controls	Lead Member	Risk owner	Risk manager	Residu risk le (afte existii contro	Mitigating actions Comments (to address control issues)	Last updated
		Probability Impact					Probability Impact	7) 10 10 10 10 10 10 10 10 10 10 10 10 10	
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 1:	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Councillor A Nell	Shiraz Sheikh	Michael Sullivan	3 4	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required. Guidance is being developed for service areas to ensure that a contract manageme process is followed on a regular basis. Thi will include regular checks or Ceditsafe L to check on financial health; service areas will be advised to confirm that business continuity arrangements are in place and to	updated
			Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	-				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.	5
	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. Yer Prior to contract award, procurement carrie out a credit safe check to ensure financial viability of the preferred supp	3
	Increased complaints and/or customer dissatisfaction		Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors					viability of the preferred supplier.	
	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	Threat to service delivery and performance if good management practices and controls are not adhered to.	4 4 1	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3 3	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 on 07/12/23 - No changes
on service	Risk of ultra vires activity or lack of legal compliance		Clear accountability and resource for corporate governance (including the shareholder role).						
delivery or the implementation of	Risk of fraud or corruption		Integrated budget, performance and risk reporting framework.						
major projects providing value to customers.	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						

Name and Description of risk	Potential impact	Inheren (gross) risk lever (before Controls	l Controls	Lead Member	Risk owner	Risk manager	Residurisk lev (after existin control	el Mitigating actions g (to address control issues) s)	Comments	Last updated
			Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery. Need to institute regular and effective dialogue with developers.	Councillor D Ford	lan Boll	Robert Jolley		12 Establishment of appropriate officer and stakeholder governance structures to support effective programme delivery Institute regular and effective dialogue with developers		Risk reviewed on 05/12/23 - No changes
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 Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3 4 1	Analysis of workforce data and on-going monitoring of issues. Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Councillor S Dallimore	Yvonne Rees	Claire Cox	3 4	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. Development of new L&D strategy, including apprenticeships. 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. 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.		Risk reviewed on 06/12/2023 - No changes