

Executive Leadership Risk	Residual Score	Direction of travel	Risks (Updated since the last report)	Comments (Updated since the last report)
E01 Financial Resilience & Sustainability	12 medium risk	↔		
E02 Statutory functions	12 medium risk	↔		
E03 Children's Trust	12 medium risk	↔		
E04 Workforce Capacity and skills	12 medium risk	↔	A1: High levels of vacancies or turnover and inability to deliver services maintain, meet service standards and meet duties of Council	<p>People Strategy developed and went to Cabinet in Feb 2022, Assistant Directors (AD's) have done their service plans and ensuring that they meet service standards and duties. Pay Award for 2022/23 has been implemented, and local pay bargaining for 2023/24 will commence in early 2023. HR Business partners are in place who are supporting AD's, and recruitment and retention data is being monitored and interventions made where necessary with assistance of WNC's Resourcing Team who had a list of hard to fill roles which is kept under review. Work is continuing on designing the new pay and grading and creation of job families which will support career progression. New Adult Social Care recruitment campaign launched Dec 2022 (second large scale campaign for service) and a number of smaller service area campaigns completed (planning and DTI). Employer branding finalised and in process of being rolled out Dec 2022.</p> <p>New recruitment system live as of Sept 2022, LinkedIn contract procured for a further year plus contract with diversity job board. Ongoing development of</p>

			<p>campaigns and strategies for different service areas.</p> <p>Year two of people strategy - we are remodelling the programmes and workstreams with a focus on talent management and succession planning for year 2.</p>
		<p>A2: High levels of vacancies or turnover and inability to deliver services maintain, meet service standards and meet duties of Council</p>	<p>Additional fixed funding into HR to dedicate two HR posts to support transformation, these posts are filled as of July 22 and work plan in place. The roles will cease March 2023. June/July saw robust exercise reviewing vacancies and staffing budgets for each directorate. Dec and Jan 2023 will focus on closing down vacant posts.</p> <p>Transformation report went to council to summarise activity Dec 2022</p>
		<p>A3: High levels of vacancies or turnover and inability to deliver services maintain, meet service standards and meet duties of Council</p>	<p>Partial Day one terms and conditions were in place on 1st April. The second phase of T & C's negotiations were negotiated/consulted May 2022 and will be enacted Feb 2023 alongside the development of new WNC pay scales and introduction of job family approach. 44% of the WNC workforce are now on WNC terms and conditions and pay as opposed to TUPE T & C's.</p> <p>Joint working group running with the Trade Unions to establish new pay structure.</p> <p>Cabinet report in July setting out all new terms and conditions and proposed pay structure for all new WNC employees.</p> <p>Collective agreement on terms and conditions signed off with TU'S.</p>

				Pay statement to go to council in Jan 2023. Still waiting finalisation of new WNC pay structure and collective agreement
			B: Demoralised workforce or high absences due to workloads and stress	Wellbeing strategy is approved and has an underpinning work programme (links back to people strategy workstream). Change and Engagement managers working in directorates to support change. Phase one of learning and development disaggregation from NNC complete, with WNC now having better visibility and control of L and D, focus in 2023 on leadership and management, but we have already rolled out MALPE management programme, course for team leaders and the HR managers induction.
			C1: Loss of staff to other organisations if seen as offering better prospects	New employer branding for staffing currently being rolled out (dec 22)
			H: Financial impact due to use of agency staff	Spending review panels giving greater challenge.
E05 West Strategic Plan	12 medium risk	↔		
E06 Economic Recovery	12 medium risk	↔		
E07 Strategic Community Partners	9 Low risk	↔		
E08 Critical Incidents	12 medium risk	↔		
E09 Health & Safety	9 Low risk	↔		
E10 Information Security	15 medium risk	↔		
E11 Local Government Reorganisation closure	9 Low risk	↔		
E12 Corporate Governance	6 Low risk	↔		