

Executive Leadership Risk	Residual Score	Direction of travel	Risk	Comments
<b>E01 Financial Resilience &amp; Sustainability</b>	<b>12 medium risk</b>	↔	B1: Children's demand rises leading to overspend in the Trust not visible to the Council and causes cost pressure on the budget of WNC	The trust have highlighted that they expect to overspend their budget by £11m and West Northants share of this would be approximately £6.2m. This has been incorporated into the forecast out turn for 2022-23.
			C1: Inability to deliver financial efficiencies in line with budget assumptions	Any savings that are no longer deemed to be deliverable are highlighted in the revenue monitoring report as such as picked up as a pressure in the forecast outturn.
			C4: Inability to deliver financial efficiencies in line with budget assumptions	Budget process for 2023-24 started earlier this year given the financial challenges being faced. 'Star Chamber' sessions for all services have now been carried out to inform the process.
			H: Reduction in services to customers	2023-24 star chamber process complete and feeding into the revised position for 2023-24.
<b>E02 Statutory functions</b>	<b>12 medium risk</b>	↔		
<b>E03 Children's Trust</b>	<b>12 medium risk</b>	↔		
<b>E04 Workforce Capacity and skills</b>	<b>12 medium risk</b>	↔	A1: High levels of vacancies or turnover and inability to deliver services maintain, meet service standards and meet duties of Council	New recruitment system in place and development of campaigns and strategies for different service areas.
			A3: High levels of vacancies or turnover and inability to deliver services maintain, meet service standards and meet duties of Council	Collective agreement being signed off with TU'S.
			B: Demoralised workforce or high absences due to workloads and stress	Change and Engagement managers working in directorates to support change. New wellbeing strategy in place.

			C1: Loss of staff to other organisations if seen as offering better prospects	New branding for staffing in development - brand management
			H: Financial impact due to use of agency staff	Spending review panels giving greater challenge.
<b>E05 West Strategic Plan</b>	<b>12 medium risk</b>	↔		
<b>E06 Economic Recovery</b>	<b>12 medium risk</b>	↔		
<b>E07 Strategic Community Partners</b>	<b>9 Low risk</b>	↔		
<b>E08 Critical Incidents</b>	<b>12 medium risk</b>	↔	A: Loss of Life	Testing of plans in place - range of exercise and multi-agency work completed
			B: Inability to deliver critical services to customers/residents	Gold training completed and support given through new Teams site.
			K1: Ineffective Cat 1 partnership relationships	Work is in hand to support the development of a better functioning LRF and better relationships with category 1 responders in place.
<b>E09 Health &amp; Safety</b>	<b>9 Low risk</b>	↔	A: Fatality, serious injury & ill health to employees or members of the public	<p>Risk assessments for all infrastructure, plant and equipment remain up to date and statutory, planned preventive and reactive maintenance and inspection to be undertaken. Specific training on HSW rolled out to staff requiring specific knowledge as well as the mandatory requirements for all staff.</p> <p>More information available on the intranet with best practice guidance and reporting forms. Consolidation of some pages to provide signposting a single point and ease of access</p> <p>Standing item of HSW at team meetings, with records maintained (minuted) with any actions communicated.</p>

			B: Criminal prosecution for failings	<p>Sharing of best practice, shared learning by HSW team across the organisation and other parties where appropriate.</p> <p>Suite of policies, procedures and guidance documents developed and available on the intranet. Where no specific corporate information available reference to legacy procedures and subject matter experts included on intranet pages.</p>
			C: Financial loss due to compensation claims	Requirement to ensure all relevant staff receive HSW training and resources to allow for their continuing professional development.
			D: Enforcement action – cost of regulator (HSE) time	Policies and procedures clearly identify roles and responsibilities and accountability.
			E: Increased sickness absence	Occupational health monitoring and mapping exercise to at risk roles to ensure legal and organisational requirements are met.
			F1: Reduction in capacity impacts service delivery	<p>All staff to complete thorough HSW training on induction. To include local arrangements, familiarisation with and detail of emergency arrangements and reporting.</p> <p>Mandatory training and other requirements to be completed on appointment and refreshed at periodic intervals.</p> <p>Responsible managers, HSW to provide briefings, awareness training.</p>

				<p>All other staff will complete H&amp;S eLearning organised by L&amp;D.</p> <p>Use of internal communications team and other medium (physical or electronic) to communicate or relay information effectively.</p> <p>HSW team proactively meeting colleagues and engaging to provide support and guidance to teams to encourage engagement.</p> <p>Mechanisms in place for reporting of issues and contacting the HSW team</p>
<b>E10 Information Security</b>	<b>15 medium risk</b>	↔	A1: Loss of critical systems and Service failure	Plans are now on Teams and new cyber security roles in place.
<b>E11 Local Government Reorganisation closure</b>	<b>9 Low risk</b>	↔		
<b>E12 Corporate Governance</b>	<b>6 Low risk</b>	↔		