

# Archived Corporate Risk - Workforce Planning

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Risk Code	CR07	Year Identified	2003
Risk Title	Workforce Planning		
Description	<p><b>As a result of:</b></p> <ul style="list-style-type: none"> <li>- A history of pay freezes and low pay rises (from 2009 onwards)</li> <li>- Austerity measures and a continual review for efficiencies</li> <li>- An increase in job vacancies in the private sector</li> <li>- Changes to NI contributions in 2016, which impacted on take home pay levels</li> <li>- An ageing workforce</li> <li>- A reduction in external funding</li> <li>- The ongoing need to review service structures and resources to ensure they remain fit for purpose</li> </ul> <p><b>There is a risk of the following:</b></p> <ul style="list-style-type: none"> <li>- Loss of staff due to more competitive salaries being available at other local authorities or in different employment sectors</li> <li>- Loss of key staff or temporary absence due to the pressures of ongoing change, with the highest risk being loss of those in professional roles and senior manager positions</li> <li>- Loss of staff with key skills and knowledge due to the age profile of the workforce</li> <li>- Failure to have sufficient turnover to bring new ideas and processes to the Council</li> <li>- Failure to have effective succession planning</li> <li>- Limits on the ability to plan the future workforce needs of NHDC effectively</li> <li>- Unanticipated additional costs associated with the outcomes of National Pay Bargaining</li> </ul> <p><b>The above risks could lead to the following:</b></p> <ul style="list-style-type: none"> <li>- Lack of professional staff and/or senior management capacity</li> <li>- Failure to meet statutory obligations</li> <li>- Failure to deliver key services, processes and projects</li> <li>- Additional demands and pressures on remaining staff</li> </ul>		
Original Matrix		Final Matrix	
Latest Note	<p>19-Jan-2021 Risk reviewed by Jo Keshishian and Ian Couper. The actions in place to mitigate the perceived risk are embedded into current HR practices and we continue to ensure that we take appropriate steps to support this ongoing concern. There remains recruitment and retention issues relating to professional roles, i.e. in legal and environmental health, and these are covered by specific Service Risks. There will always be uncertainty relating to corporate workforce planning, but as all planned risk management activities are now established and undertaken as part of business-as-usual work, the risk entry is proposed for archiving.</p>		