

Appendix 2 Social Services Recruitment & Retention Project

Version 1

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Risk Register – Recruitment & Retention

Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
Emerging	The pressure created by the escalating cost of agency workers and our inability to retain staff is not part of the identified pressures and will be additional to any current or future budget plans	Strategic	Neil Ayling	Jonathan Davies	A	A	G Q4 2021/22	↑ R	Open
Emerging	Commissioned providers exiting the market because of escalating costs, where a long term sustainable fee model is unaffordable for Local Authorities.	Strategic	Jane Davies	Dawn Holt	R	A	Y Q3 2022/23	↑ R	Open

Reputational

SS29	Insufficient capacity in the social care workforce (social work and occupational therapy) is a risk to the reputation of the Council and its ability to fulfill its statutory and essential functions with respect to social care. Note: We are experiencing significant challenges in workforce recruitment within a highly competitive market, where people are choosing other, often better paid, career choices. Note1: Risk reworded and escalated from Operational to Strategic	Strategic	Neil Ayling	Craig Macleod/ Susie Lunt	R	R	G Open	R ↑	Open
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External Regulation

Emerging	Legislative risks and risks to managing court proceedings and safeguarding processes	Operational	Craig Macleod	Susie Lunt	A	Y	G Q4 22/23	G ↓	Open
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Adult Services

SS09	Insufficient numbers of residential and nursing beds to meet demand because of the long term fragility and instability of the care home sector and challenges in the recruitment of staff	Strategic	Jane Davies	Dawn Holt	R	Y	Y Open	R ↑	Open
SS10	Insufficient capacity to provide the quantities and levels of care to clients at home and in the community because of challenges in recruitment of direct care workers and instability in the care market	Strategic	Jane Davies	Dawn Holt	R	A	Y Open	NC ↔	Open
Emerging	Vacancy pressures in Adult Services due to difficulties in recruitment and retention of qualified and experienced social workers impact on service delivery.	Operational	Susie Lunt	Jane Davies	R	R	G Open	NC ↔	Open

Key	
Underlying Risk Rating	The risk rating before any mitigating actions
Current Risk Rating	This risk rating following the planned mitigation actions
Target Risk Rating	The risk rating which is realistically achievable and by when
Risk Trend	The trend of the risk since the last review date
NC ↔	No change in risk trend since last review
Risk Status	Open denotes a live risk Closed denotes a closed risk
SS	Social Services

Children's Services / Early Years

Emerging	Vacancy pressures in Children's Services due to difficulties in recruitment and retention of qualified and experienced social workers impact on service delivery.	Operational	Craig Macleod	Jane Davies	R	R	G Open	NC ↔	Open
Emerging	The Market Supplement Policy ends after 12 months with no exit strategy and no plans for the future for those workers	Project	Craig Macleod		R	A	G Q4 22/23	G ↓	Open
Emerging	Risk to regional working if not co-ordinated with other North Wales Authorities.	Project	Craig Macleod/ Susie Lunt		A	A	G Q4 22/23	NC ↔	Open

Adult & Children's Services

Emerging	Vacancy pressures across Social Services due to difficulties in recruitment and retention of qualified and experienced occupational therapists impact on service delivery.	Operational	Susie Lunt	Jane Davies	R	R	G Open	NC ↔	Open
Emerging	Risk of escalating complaints from individuals as waiting times increase and individuals express dissatisfaction with services	Operational	Jane Davies	Ian Maclaren	Y	Y	G Q4 22/23	NC ↔	Open
Emerging	Partnership working is adversely impacted as we are increasingly unable to provide a timely response	Operational	Jane Davies		R	R	G Q4 22/23	NC ↔	Open
Emerging	Recruitment difficulties are compounded by a rising absence rate, as staff miss the support of their colleagues due to long term home working.	Operational	Craig Macleod/ Susie Lunt		A	A	G Q4 22/23	NC ↔	Open
Emerging	Agency rates become unaffordable as demand for qualified social workers exceeds supply.	Operational	Craig Macleod/ Susie Lunt		R	R	G Q4 22/23	NC ↔	Open
Emerging	Retention difficulties as council staff become demoralised, as they perceive agency workers having less pressure and additional flexibility around working hours.	Operational	Craig Macleod/ Susie Lunt		A	A	G Q4 22/23	NC ↔	Open
Emerging	There is an increased reliance on newly qualified staff, coupled with an insufficient supply of practice teachers.	Operational	Craig Macleod/ Susie Lunt		R	R	G Q4 22/23	NC ↔	Open
Emerging	Hardship fund ceasing next March and the transition between funding streams will become an additional pressure for the Council.	Strategic	Neil Ayling		A	A	Y Q4 2020/21	NC ↔	Closed
Emerging	Failure to work together on salary level with regional and bordering Authorities will result in competition between Authorities.	Strategic	Neil Ayling		A	A	Y Q4 2020/21	NC ↔	Closed

Risk Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
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	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
Likelihood of risk happening							

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