VALE of GLAMORGAN

BRO MORGANNWG

Delivering our vision for the Vale of Glamorgan

Strong Communities with a Bright Future

VALE of GLAMORGAN COUNCIL
SERVICE PLAN

2018 - 2022

Service Area	Human Resources
Head of Service	Reuben Bergman
Director	Rob Thomas
Cabinet Member	Cllr. John Thomas Leader and Cabinet Member for Performance and Resources
Scrutiny Committee	Corporate Performance & Resources

www.valeofglamorgan.gov.uk

1. Introduction

The Human Resources and Organisational Development Service forms part of the Resources Directorate. The Service's primary role is to provide professional advice and support to all our managers and employees on a wide range of HR and OD issues as well as provide HR employee services for the payment of salaries and contract and employee administration.

1.1 About our Service – Human Resources and Organisational Development

The Human Resources & Organisational Development Division provides a range of professional support and advice to our managers and the wider Council including schools in relation to best practice HR issues. The main elements of the service include:

- Supporting the recruitment and retention of the right people to the right job;
- Helping to ensure the continued engagement and development of our staff and helping to support our managers to be the best they can be in managing their employees;
- Helping to maintain a positive, safe and healthy working environment for our employees;
- Ensuring the provision of a fair pay and reward system, including the payment of salaries and expenses;
- Providing consultancy support on organisational transformation and development initiatives;
- Helping deal with complex case management issues relating to change, performance and attendance;
- Helping to develop HR policies and best practice to meet the current and future needs of the Council;
- Maintaining positive and transparent employee relations arrangements with our recognised trade unions.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – **'Strong Communities with a bright future'**.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Our planned actions are set for one financial year and are informed by and reflect the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Human Resources Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Priorities identified through our self-assessment and our Corporate Improvement Action Plan.
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Programme;
- Taking into account the priorities outlined in the Council's Human Resources Strategy, the Workforce Plan and outcomes from the new appraisal process #itsaboutme;
- Taking into account the outcomes from the Staff Engagement Process and the findings from the staff survey work undertaken to assess progress/outcomes against the Staff Charter;
- Any HR implications arising as a result of delivering shared services/collaborations.

1.4 How We Work - Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.

- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities.

2. Our Corporate Plan Priorities for 2016-20

2.1 Corporate Plan Priorities

Over the next few years the Human Resources & Organisational Development Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.
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Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER2	Develop opportunities for employment and training through new developments, regeneration schemes and the managements of the Council's assets (2019/20).
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)
WB04: An Active and Healthy Vale. (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council (2016/17).

2.2. Integrated Planning Priorities
Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people's needs. In order to achieve this, we have identified a series of priorities 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next four years will be:

Ref	Action
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).
CP2	Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).
CP8	Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values (2016/17).

3. The Year Ahead (2018-19)

3.1. Our Annual Service Priorities for 2018-19

During 2018-19 our service will undertake the actions outlined below to contribute to Year 3 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O1: Promoting regeneration, economic growth and employment	ER2	Develop opportunities for employment and training through new developments, regeneration schemes and the managements of the Council's assets. (2019/20)	Work with service departments and our partners to increase the numbers of 16-24 year old employees as a proportion of the wider workforce. Work with the Department of Work & Pensions to provide a range of work placement/work experience opportunities in the Council for volunteers in receipt of state benefits.
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Deliver the key employment actions for 2018/19 as outlined in our Stonewall action plan. Continue to collect and monitor employment equality data to make more informed decisions about service delivery. Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical Employment" and contribute to the review of the

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
				Council's Procurement Policy & Strategy to reflect the Modern Slavery Act 2015.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	Continue to support compliance with the Welsh Language Standards by ensuring effective use of Welsh within HR services where applicable.
WO4: An Active and Healthy Vale. (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council. (2016/17)	Continue to support and monitor the application of the Council's Safer Recruitment Policy.

Ref	Action	During 2018/19 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).	Provide managing change support for managers in relation to specific reshaping projects (throughout 2018/19). Continue to contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that may arise as a result. Strengthen and promote the Council's Leadership Café to support leadership development and the Reshaping Services Strategy. Continue to strengthen our approach to staff engagement and consultation and learn lessons from the 2017 staff survey outcomes, ensuring that employees have a voice in shaping services in line with our commitments in the Staff Charter. This includes reviewing progress made to date in delivering our 15 commitments in the Staff Charter. Contribute to the work to ensure the Managing Director and Resources Directorate achieves the £600k savings required in 2018/19. Continue to explore collaborative working arrangements to share HR services with neighbouring organisations to maximise resources and increase service resilience.
CP2	Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered	Deliver our key workforce development priorities for the coming year that will include: • Continue to review and enhance the Council's Succession Planning and Talent Management

Ref	Action	During 2018/19 we will:
	(2017/18).	Scheme model and extend this council-wide. • Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to minimise absence levels and increase resilience. • Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes. • Further develop front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies to improve speed and access to advice and information for our customers. • Undertake a skills audit across all service areas to increase capacity across the Council. • Support the development needs associated with the Council's Digital Strategy. • Develop and implement a strategy to respond to the issue of occupational segregation. • Reframe the Council's Employee Learning and Development Strategy. • Continue to refine the training/development 'offer' to support the Management Development Competency Framework. • Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability. • Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.
CP8	Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values (2016/17).	Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'. Improve the links between the staff appraisal scheme and learning and development.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 3 (2018/19) priorities for the Corporate Plan.

Appendix B outlines the 'enabling' actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.2. Managing Our Resources to Deliver Our Priorities
The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

Integrated Planning
We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people's needs. For 2018/19, we have identified a series of

'enabling actions' that will support us to deliver our priorities for Year 3 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement.

Workforce Development

Key Service Statistics (2016/17)						
Average headcount 2016/17	FTE 2016/17	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
51.5	45.19	5.51	2	7.51	5 (9.71%)	100

During 2017/18, 100% of #itsaboutme staff appraisals for the service have been completed mirroring last year's performance.

The key workforce issues impacting on the service going forward are:

- There is a need complete the implementation of the integrated HR Employee Service following the launch of the HR Business Partnership and Employee Services, with further service developments planned over the coming year including roll out of Oracle HR self-service facilities, online DBS provision, a managers dashboard and streamlined HR processes.
- The reorganisation will require a clear transition plan for the service and an accompanying support and development plan for team members.
- The important need to maintain a focus on a transformation and organisational development capacity to support the Reshaping Services Agenda.
- The expectations in relation to staff engagement have risen considerably in 2016/17 as a result of the launch of the Staff Charter. There is a significant challenge in maintaining momentum in relation to this in 2018/19 and learning lessons from the 2017 staff survey.
- A further challenge will be to internalise many of the Staff Charter commitments within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal across the whole service.
- The service will also need to ensure continued review in order to maintain resilience and contribute to the £600k required within the Resources Directorate during 2018/19.
- The additional planned changes with the Organisational Development and Training teams and the collaboration plans for Health and Safety will present both a challenge and an opportunity and will need to be managed carefully.
- Sickness absence rates within the service remain an area of development. Absence increased from 4.99 days per FTE in 2015/16 to 7.51 days in 2016/17. Current data at Q2 (1.48 days per FTE) shows an improvement, and the service is on track to report a performance of 2.96 at end of year which is well within the Directorate's annual target of 5.8 days per FTE. Corporately, there remains a need to continue to support all directorates to review and strengthen their arrangements in relation to attendance management to further reduce absence levels and increase resilience.
- The age profile of staff within the service is generally not a cause for concern, as on balance there is a good spread of age ranges: As at September 2017, the age profile of the service is follows: 2.3% (65+); 25.6% (55-64); 20.9% (45-54); 27.9% (35-44); 18.6% (25-34); 4.7% (16-24)]. Since same period last year, there has been an increase in the 16-24 and 25-34 categories and slight

decrease in the 35-44 and 45-54 categories. To ensure continued resilience within teams for the long term, there is a need to continue to increase the number of staff within the 16-24 and 25-34 categories.

- As at September 2017, the service has an establishment of 38.2 FTEs compared to 45.4 in the previous year. Currently the service is in the process of implementing a new service model and supporting staff structure and this has also impacted on turnover. Staff turnover has increased to 10.87% compared to 1.90% at the same period last year. This increase in turnover within the Human Resources & Organisational Development service is anticipated as the service continues to review how it delivers services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme.

Despite our challenges, it is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. Our key workforce development priorities for the coming year are:

- Continued support and development for team members whilst transitioning to the **new HR model of service delivery**, that is, the new HR Business Partnership and HR Employee Service team.
- The important need to maintain a focus on a transformation and organisational development capacity to support the **Reshaping Services Agenda**.
- There is a need to provide ongoing training and to support managers through change management and the **delivery of alternative models**.
- The expectations in relation to **staff engagement** have risen considerably as a result of the launch of the Staff Charter. During 2018/19, there is a significant challenge in maintaining the momentum achieved to date since the launch of the Staff Charter. There is a need to retain the engagement of our staff, their involvement in and understanding of the change process and where possible their contribution to the design of the new service models.
- A further challenge will be to internalise many of the **Staff Charter commitments** within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal.
- The service will also need to ensure continued review in order to maintain resilience and contribute to the **£600k savings** required within the Resources Directorate in 2018/19.
- Collaboration plans for the provision of **Health and Safety and Wellbeing services** will need to be progressed and managed carefully.
- There is a need to further develop front end (and multi-discipline) service skills in the **HR Employee Service** as well as increasing the use of new technologies in order to improve speed and access to advice and information for our customers.
- There remains a need to further develop **succession planning** practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation and the wider challenge of public sector reform.
- There is need to continue to support directorates and individual service areas to review and strengthen their arrangements in relation to **attendance management** in order to further reduce absence levels across the Council.
- There is need to review the Organisational Development and Training team structure to better align our workforce to the changing needs and demands of services and the Reshaping Services agenda.

ICT
In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Our areas of focus for the coming year are:

- Rolling out **Oracle HR self service** facilities for all managers and staff.
- Piloting a managers' dashboard to display key HR data.
- Explore implementation of **E-Bulk DBS** provision.
- Supporting the development needs associated with the Council's **Digital Strategy**.
- Continuing to increase **mobile/agile working** across the workforce through the use of tablets and SMART phones in order to access emails and documentation as well as continuing to utilise home working where appropriate.

Finance

The estimated base budget for our service area for 2018/19 is £2,256,000 and the planned improvement activities for 2018/19 focus on delivering the in-year savings identified for the service. However, over the following years, we are also required to deliver further savings which are outlined below.

Scheme	2018/19 (£000)	2019/20 (£000)	Total (£000)
Review of services within Corporate Resources which will involve a mixed approach including reviewing structures and driving further efficiencies in working practices	600	0	600
Total	**600**	**0**	**600**

Italicised figures indicate savings targets that have been set for the whole directorate in which this service area is based.

The Human Resources and Organisational Development Service will also be contributing to the delivery of general policy and council-wide savings. For 2018/19 these are:

- Review of the Procurement (Reshaping Tranche 3)- £1m
- Income and Commercial Opportunities (Reshaping Tranche 3)- £550k
- Digital Strategy (Reshaping Tranche 3) – £250k
- Establishment Review (Reshaping Tranche 3) – £250k
- Minimum Revenue Provision – £1.5m

Assets

In line with the Corporate Strategy, we have ad continue to focus on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). The service successfully relocated all staff to the Civic offices during 2017 (space project) alongside implementation of the new HR structure. No significant projects are planned for 2018/19 in relation to service assets.

Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate-wellbeing outcomes. Following the positive progress made during 2017 working with the National Procurement Service on contracts for corporate media/publicity, official notices and recruitment advertising, our main priority for the coming year is to:

- Reduce advertising publication costs by use of the National Procurement Service Media contract and by switching from the press to on line and social media options where appropriate in line with the Council's Digital Strategy.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on managers, employees and Elected Members. Highlighted below are our planned activities for the coming year.

Consultation Activity Planned 2018/19	Brief Description of the Purpose of the Consultation
Undertake a Staff Engagement survey for 2018/19.	This survey aims to evaluate staff opinions on the progress made in relation to the commitments set out the Staff Charter. Each survey provides a baseline indication of areas that are progressing well and areas of the Charter requiring further improvement that can be incorporated as part of any action planning.
Continue consultation with service managers following the implementation of the new HR service model.	To establish satisfaction levels with new HR service model and identify areas for improvement.
Continue consultation with schools on service level agreements for HR service provision.	To establish satisfaction levels with new HR service model and identify areas for improvement.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity Planned 2018/19	Brief Description of the Purpose and Intended Outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Exploration of a Shared Health and Safety Service with Bridgend Council.	This will involve the delivery of a shared Health and Safety Service in partnership with Bridgend Council and will enable us to reduce the operating costs of the service as well ensure sustainability and resilience in service delivery.	Governance arrangements are still under development. It is envisaged that Bridgend Council will be undertaking the project management role while the Vale of Glamorgan hosts the service.
Collaborative working with other local authorities on policy integration and implementation where there is legislative change.	Working closely with other local authorities in relation to policy integration and implementation enabling us to ensure that our policies are coherent and consistent with other local authorities and in line with the most current legislative requirements. This also provides us with opportunities to explore other potential partnership/ collaborative ventures for pursuing policy and service improvement and securing more cost-effective and sustainable service delivery over	Continued discussions to be held with neighbouring authorities for shared policy development work.

Activity Planned 2018/19	Brief Description of the Purpose and Intended Outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
	the longer term.	

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we are managing them.

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
CR1: Reshaping Services				
Political & Legislative: Failure to continue to provide priority services.	2	2	Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan. Tranche 3 projects of corporate nature to lessen impact on front line services. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme documentation makes linkages with Well-being of Future Generations Act. Ensuring sufficient resources are available to deliver projects. Emphasis on staff engagement in the Reshaping Services programme. Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme. Development of corporate approach to contract management and a refresh of project management, risks management and procurement training.	⬆
Resources: Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping	1	2	Regular monitoring of savings by Cabinet. Programme Board and Scrutiny Committees oversight. Programme manager in place, with project team	⬆

| Risk Description | Residual Risk | | Current Controls | Forecast direction of travel |
	Likelihood	Impact		
Programme and make financial savings.			resources considered for each project. Business cases developed for projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational development workstream is in place to support the programme. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff. There will be consideration of skill sets when recruiting into skilled/technical posts. Implementation of staff development initiatives e.g. Leadership Café and Management Competency Framework. The appraisal process has been redesigned and launched (#itsaboutme).	
Service Delivery & Wellbeing: Failure to effectively engage and communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	2	2	Mixed economy model approach to Reshaping in place. Tranche 3 projects of corporate nature to lessen impact on front line services. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme documentation makes linkages with Well-being of Future Generations Act. Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.	⟷
Reputation: Reputational damage as a result of failing to deliver the Reshaping	2	2	Risk management contained within project documentation. Regular updates to Cabinet and	⟷

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.			Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners (Voluntary Sector and Town & Community Councils).	
CR6: Workforce				
Political & Legislative: Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	2	2	Cabinet, relevant Scrutiny Committee, Joint Consultative Committee, CMT and Change Forum receive regular reports on a range of HR issues and developments across service areas. Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs. Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.	⟷
Resources: Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	2	2	Managers are supported in the management of change through training and ongoing advice from HR Business Partners. HR Business Partners will attend Directorate/Service management Team meetings as well as schedule regular meetings with managers to support the efficient use of resources and service delivery/improvement. The HR team has been restructured to increase the information, planning and performance capacity of the team and to increase the focus on organisational development issues. Leadership Café established to support succession planning and leadership development across the Council. Improvements made to workforce planning processes.	⟷

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Launched a new Training and Development Strategy and Management Competency Framework which is supporting managers to up-skill and enhance succession planning. New Staff Charter launched and promoted. Staff Engagement Strategy and effective staff engagement programme. Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data. Implementing a new HR Self-Service model. Organisational Development support provided to the Reshaping Services Programme influencing how we deliver alternative models of service delivery.	
Service Delivery & Wellbeing: Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.	1	1	Workforce planning delivered with a focus on alternative service delivery and workforce implications. HR Business Partners will attend Directorate/Service management Team meetings as well as schedule regular meetings with managers to support workforce development and organisational change. Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data. Training and Development Strategy. Implementing HR Self-Service model. Organisational Development support provided to the Reshaping Services Programme influencing how we deliver alternative models of service delivery.	↔
Reputation: Negative perception of the Council amongst citizens as an employer impacting on our recruitment and	2	2	New Staff Charter launched and promoted. Staff Engagement Strategy launched and effective engagement programme.	↔

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
retention rates across the service.			Recruitment adverts promote the Council as an equal opportunities employer.

The Council retains its Department of Works & Pensions "Disability Confident" employer status and we include the recognised logo on all our external adverts so that we continue to recruit and retain the right mix of people to help our Council thrive.

The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme. The Council has participated at a number of Stonewall events, contributed to the Stonewall Workforce Equality Index in 2016 and 2017 and improved it's rank from 415 to 293 over this period, contributed to their awareness campaigns and advertised a number of vacancies through the Stonewall online job/vacancy facility to help us enhance and further demonstrate our commitment to diversity.

The HR Service has attended a number of Department of Work & Pensions local Job Fairs as well as a number of local University/College and Secondary schools Careers fairs.

Raised the profile of the Council as an attractive employer i.e. through our staff engagement processes, 3rd best attendance figures in Wales, Leadership Café award and shortlisted for LGC Local Authority of the Year award.

Developing the 'Employee Recognition' element of the staff charter with current focus of activity including: an annual Awards Event (planning in place for June 2018); a Charitable Working Scheme; Marketing/Consolidation of Employee Benefits; individual Recognition Schemes.

We continue to work closely with other | |

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			local authorities and Trade Unions on an all Wales basis to ensure transparency and minimise risk of equal pay issues arising and the associated reputational damage.	
CR7: Information Security				
Political & Legislative: Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	2	2	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation.	↔
Resource: Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	2	2	Corporate document retention system in place (TRIM) and FOI/Records Management Unit Established. Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained.	↔
Service Delivery & Wellbeing: Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	2	2	Robust Information Security and Governance Framework in place. Information Sharing Protocols in place with our key partners.	↔
Reputation: Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	2	2	Consent gained for recording and sharing of personal information from key stakeholders including partners and citizens. Information provided on how personal data is used, stored and shared in line with Council information security arrangements	↔
CR11: Safeguarding				
Political & Legislative: Political and legislative	1	2	Work with the Council's Corporate Safeguarding Steering Group and	↔

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.			schools to deliver our safeguarding responsibilities.

Established a corporate-wide policy on safeguarding covering all council services that provides a clear strategic direction and clear lines of accountability across the Council.

Six monthly reporting to Cabinet of application of the safer recruitment policy and corporate safeguarding arrangements. | |
| **Resources:** Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training. | 1 | 2 | Adhere to the Council's Safer Recruitment Policy when recruiting staff.

Safer Recruitment Policy is in place to ensure safeguarding checks are carried out on staff working with the public and vulnerable people. All schools in the Vale of Glamorgan have also adopted the policy.

The Council's Referral of Safeguarding Concerns procedure is in place to provide employees with guidance on how to refer vulnerable people about whom they have concerns to Social Services/C1V.

Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters.

All relevant managers and staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy.

An escalation process is in place to challenge schools that fail to conform to the Safer Recruitment policy. | ⬌ |

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements.	
Service Delivery & Wellbeing: Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	1	2	All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity. Information sharing protocols are used appropriately to protect vulnerable groups.	↔
Reputation: Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	1	4	Information sharing protocols in place and used appropriately.	↔
CR14: Contract Management				
Political & Legislative: Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	1	2	Updates regarding contract monitoring and management are considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis.	↔
Resources: Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	1	2	Audit findings shared with and debated at Audit Committee. Updates regarding contract monitoring and management considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity. Mandatory training in relation to	↔

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Procurement and Contract Management delivered to team leaders and chief officers in March 2017. Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.	
Service Delivery & Wellbeing: Failure of service arrangement due to poor management/ lapse of contract impacts on the ability of the Council to continue to provide priority services.	1	2	Service performance requirements included in contract documentation with performance reviewed as per contract terms. Contracts register being developed to provide timely reminders of when contracts need to be retendered.	⬌
Reputation: Reputational damage due to poor management/ lapse of contact arrangement.	1	4	Service performance requirements included in contract documentation with performance reviewed as per contract terms.	⬌

Appendix C details the risk evaluation scores for our service specific risks and those corporate level risks which impact on the service.

Human Resources Action Plan 2018/19

Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale		Objective 3: Promoting regeneration, economic growth and employment	

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER2 HR/A008	Work with service departments and our partners to increase the numbers of 16-24 year old employees as a proportion of the wider workforce.	Increase in the numbers of 16-24 year old employees within the Council proportionate to the wider workforce and the Vale population.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources
ER2 HR/A009	Work with the Department of Work & Pensions to provide a range of work placement/ work experience opportunities in the Council for volunteers in receipt of state benefits.	Increased opportunities for volunteers to develop key workplace skills thus increasing their employability and chances of gaining full time employment.	N/A	Adrian Unsworth	1/4/2018	31/3/2019	Within existing resources

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale | **Objective 6: Valuing culture and diversity**

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10 HR/A010	Deliver the key employment actions for 2018/19 as outlined in our Stonewall action plan.	The Vale is an inclusive workplace for all lesbian, gay, bi and trans-sexual staff.	N/A	Adrian Unsworth	1/4/2018	31/3/2019	Within existing resources
AC10 HR/A005	Continue to collect and monitor employment equality data to make more informed decisions about service delivery.	Service development informed by monitoring data and Equality Impact Assessments as appropriate.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources
AC10 HR/A011	Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical Employment" and contribute to the review of the Council's Procurement Policy & Strategy to reflect the Modern Slavery Act 2015.	Council complies with legislation and ensures its contractors follow ethical and fair employment practices.	N/A	Adrian Unsworth	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC12 HR/A012	Continue to support compliance with the Welsh Language Standards by ensuring effective use of Welsh within HR services where applicable.	Improved access to services and information bilingually ensures the service complies with the Welsh Language standards.	N/A	Janice Ballantine	1/4/2018	31/3/2019	Within existing resources

Well-being Outcome 4: An Active and Healthy Vale		Objective 8: Safeguarding those who are vulnerable and promoting independent living	

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH11 HR/A002	Continue to support and monitor the application of the Council's Safer Recruitment Policy.	Promotion and application of the Safer Recruitment Policy across the Council. - 6 monthly update reports to Cabinet. - Annual Report.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 HR/W001	Provide managing change support for managers in relation to specific reshaping projects (throughout 2018/19).	Projects completed on time and in accordance with good practice guidelines.	N/A	Adrian Unsworth	1/4/2018	31/3/2019	Within existing resources
CP1 HR/W015	Continue to contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	Delivery of cost-effective and sustainable services for the long term.	N/A	Reuben Bergman	1/4/2018	31/3/2019	Within existing resources
CP1 HR/W033	Strengthen and promote the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	Programme of Leadership Café implemented throughout 2018/19 and evaluation methodology implemented.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources
CP1 HR/F034	Contribute to the work to ensure the Managing Director and Resources Directorate achieves the £600k savings required in 2018/19.	Proposals for making the required savings are agreed and implemented.	N/A	Reuben Bergman	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1￼ HR/W035	Continue to strengthen our approach to staff engagement and consultation and learn from the 2017 staff survey outcomes, to ensure that employees have a voice in shaping services in line with our commitments in the Staff Charter. This includes reviewing progress made to date in delivering our 15 commitments in the Staff Charter.	The 15 Staff Charter commitments are delivered in line with agreed action plan.￼￼Charter is monitored by CMT in line with agreed evaluation framework. Identified areas for improvement informs future developments.	N/A	Reuben Bergman	1/4/2018	31/3/2019	Within existing resources
CP1￼ HR/C036	Continue to explore collaborative working arrangements to share HR services with neighbouring organisations to maximise resources and increase service resilience.	Reduced cost pressures and increased resilience in service delivery.￼￼Progress in development of a Health and Safety shared service with Bridgend Council	N/A	Reuben Bergman	1/4/2018	31/3/2019	Within existing resources
CP1￼ HR/W037	Review and rationalise the use of agency workers across the Council aligned with workforce planning and Reshaping priorities.	Reduced agency spend across the council.￼￼Prudent usage of agency resources enables Council services to transition into new ways of working.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2 HR/W038	Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this council-wide.	Improved retention rates and more co-ordinated and consistent approach to developing and up-skilling staff and building a resilient workforce.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources
CP2 HR/W039	Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to minimise absence levels and increase resilience.	Maintain sickness absence rates within lower quartile of Welsh local authorities in 2018/19.	Number of days/ shifts lost due to sickness absence and Percentage leavers/ turnover	Reuben Bergman	1/4/2018	31/3/2019	Within existing resources
CP2 HR/A040	Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	Increased resilience in the provision of services for managers. Enhanced dedicated support to managers on strategic workforce issues. Simplified HR and Payroll transactional services will ensure consistency of advice and support.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2 HR/A041	Further develop front end (and multi- discipline) service skills in the HR Employee service team and increase the use of new technologies to improve speed and access to advice and information for our customers.	Streamlined HR services provide a framework for up-skilling staff and sharing skills whilst effectively providing support and advice that is consistent, responsive to the needs of the business.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources
CP2 HR/W042	Undertake a skills audit across all service areas to increase capacity across the Council.	Existing skills and knowledge of the current workforce is identified and maximum use is made of these, increasing resilience and capacity within services across the Council.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources
CP2 HR/W043	Support the development needs associated with the Council's Digital Strategy.	The Council's workforce has the relevant skills to deliver digital services, contributing towards improved services for our customers and service efficiencies.	N/A	Reuben Bergman	1/4/2018	31/3/2019	Within existing resources
CP2 HR/W044	Develop and implement a strategy to respond to the issue of occupational segregation.	Action plan addresses identified gender segregation issues and promotes transparency and equality for all staff.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2 HR/W045	Continue to refine the training and development 'offer' to support the Management Development Competency Framework.	Managers are up-skilled to fulfil their roles effectively to meet the challenges facing the Council and the new ways of working as part of the Reshaping Service programme.	Percentage of leavers/ turnover	Gemma Williams	1/4/2018	31/3/2019	Within existing resources
CP2 HR/W046	Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability.	Up to date policies which support managers in delivering the new ways of working.	N/A	Adrian Unsworth	1/4/2018	31/3/2019	Within existing resources
CP2 HR/W047	Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	Increased staff awareness of roles and responsibilities in relation to the General Data Protection Regulation.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources
CP2 HR/W048	Reframe the Council's Employee Learning and Development Strategy.	Employees have access to development opportunities tailored to their needs and the priorities of the Workforce Plan and the Reshaping Services agenda.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP8 HR/W049	Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	The staff appraisal scheme remains relevant and connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Services priorities.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources
CP8 HR/W050	Improve the links between the staff appraisal scheme and learning and development.	Employees have the relevant skills to contribute effectively to the Council's Reshaping priorities.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources
F HR/F051	Reduce advertising publication costs by use of the National Procurement Service Media contract and by switching from the press to on line and social media options where appropriate in line with the Council's Digital Strategy.	Cost-effective approach to advertising. Increased reach of council adverts.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources
W HR/W052	Review the Organisational Development and Training team structure.	Service structure and provision is aligned to the changing needs and demands of services and the Reshaping Services agenda.	N/A	Gemma Williams	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W HR/W053	Emphasise the development of business partnering skills and change and transformational skills across the HR service to support the Council's Reshaping Services Agenda.	Integrated planning for improvement and service development consistent with Corporate Plan priorities and the Reshaping Services Agenda.	N/A	Adrian Unsworth	1/4/2018	31/3/2019	Within existing resources
W HR/W054	Continue to provide support and development for team members whilst transitioning to the new HR model of service delivery.	Increased resilience in the provision of services for managers. Streamlined HR services provide a framework for up-skilling staff and sharing skills whilst effectively providing support and advice that is consistent, responsive to the needs of the business.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources
ICT HR/IT055	Maximise the use of mobile/ agile working across the service where appropriate.	Smarter and more flexible working contributes towards service efficiencies and more responsive services for customers.	N/A	Adrian Unsworth	1/4/2018	31/3/2019	Within existing resources
ICT HR/IT056	Roll out Oracle HR self service facilities for all managers and staff.	Cost effective and fit for purpose IT system. Responsive service for managers, with timely access to a range of services and management information.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ICT HR/IT057	Implement a DBS administration and processing IT system (E-Bulk DBS).	Responsive service for managers.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources
ICT HR/IT058	Pilot a managers' dashboard to display key HR data.	Improved access to a range of service management information.	N/A	Laithe Bonni	1/4/2018	31/3/2019	Within existing resources

Risk Evaluation Scoring

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
CR1: Reshaping Services									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (**Medium**)
CR6: Workforce									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	2	2	4	2	2	4
Service Delivery & Well-being	2	2	4	2	2	4	1	1	1
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (**Medium**)
CR7: Information Security									
Political & Legislative	4	3	12	2	2	4	2	2	4
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	4	16	2	2	4	2	2	4
Reputation	4	3	12	2	2	4	2	2	4
Average risk score	4	3	12	2	2	4	2	2	4 (**Medium**)
CR11: Safeguarding									
Political & Legislative	2	3	6	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	3	2	6	1	2	2
Reputation	2	4	8	3	1	3	1	4	4
Average risk score	3	3	9	3	2	6	1	3	3 (**Medium/Low**)
CR14: Contract Management									
Political & Legislative	3	3	9	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	2	3	6	2	2	4	1	2	2
Reputation	3	4	12	3	1	3	1	4	4
Average risk score	3	3	9	2	2	4	1	3	3 (**Medium/Low**)

Scoring risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing ⬆ Risk is decreasing ⬇ Risk remaining static ⬌

Risk Matrix

Possible Impact or Magnitude of Risk					
	Catastrophic	4 *MEDIUM*	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 *MEDIUM/LOW*	6 *MEDIUM*	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 *MEDIUM*	6 *MEDIUM*	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 *MEDIUM/LOW*	4 *MEDIUM*
Low 1-2		**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		**Likelihood/Probability of Risk Occurring**			

Effectiveness of Controls Score

Score	Effectiveness of Control
0	Very Low control of the risk
1	Low control of the risk
2	Medium control of the risk
3	High control of the risk
4	Very high control of the risk