

Risk 5	Inability to recruit, retain, develop and manage appropriately skilled key staff
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Impacts														
Missed Opportunities	Management distraction	Service Disruption	Impaired Performance	Breach of Contract/asset loss	Staff morale	Govt. Intervention	Financial Cost	Damaged Reputation	Health and Safety	Inefficiency	Strategy change	Impact	Probability	Lead Officer
■	■	■	■	■	■	■	■	□	■	□	H	VH	Head of HR	

Causes	Mitigating Controls	Control owner	Effectiveness (H/M/L)
Tight local labour market with high housing costs	We pay market supplements for hard to fill jobs. We have a Key worker housing scheme which allows workers to find suitable housing. We have relocation allowances.	Head of Human Resources	M
Competition for specific professional (including blue collar) skills.	Learning and Development programme to develop future managers from in house. HR policies and procedures.	Head of Human Resources	M
Poor organisational reputation	Improving CPA "direction of travel" assessment. Compensating controls around recruitment from within and training our own staff. Recruit from outside the sector.	Chief Executive	M
Recruitment & Retention processes found to be weak through internal audit review	Plans for improvement of and alternative delivery mechanisms for HR service	Head of Human Resources	L
Difficulty in dealing with capability and other line management (e.g. sickness) issues.	HR policies updated including Organisational change. Management training planned for October 2007.	Head of Human Resources	L
Training programme not in place for all staff	Training programmes are in place but no mechanisms for assessing effectiveness	Head of Human Resources	L
No clarity of skills needed by managers at all levels which feed into development planning	Competencies are used for recruitment not development planning	Head of Human Resources	L
HR policies do not help retain/attract people who want to work flexibly	Ongoing policy review eg flexible retirement introduced Sept 07	Head of Human Resources	L
	Revised probability score		H
	Revised impact score		H

Action #	Specific Action	Required Outcome	Milestone date	Member/Officer Accountable	Management Response
1	KPMG follow up review for recruitment & retention	Service rated satisfactory	Feb-08	Head of HR	Partial implementation
2	Targeted training for managers to deal with staff management issues with a process in place to assess effectiveness	Training programme that delivers improved performance	Oct-08	Head of HR	on going
3	HR policies updated	HR practices that represent "best in class" balancing employer and employee agendas	Apr-09	Head of HR	on going
4	Review competencies, ensure they are fit for purpose and use them to feed into development purposes	All staff clear on competencies and training plans derived on an assessment of where people fit against competencies	Oct-08	Head of HR	Competencies issued for Executive Directors and Heads of Service Oct 07
5	Review of appraisal process	An appraisal process that rates staff against competencies as well as targets	Apr-09	Head of HR	on going

Early Warning Indicator	Description of Early Warning Indicator / Assurance	Monitored By ?	How often is indicator monitored?
1	Two yearly staff survey indicators	Chief Executive/Head of HR	Jan-09
2	Staff turnover % and no of staff who stay less than 2 years		to develop monitoring
3	BV012 No of days lost to sickness	Chief Executive, Scrutiny	Monthly, deterioration on prior years, review of sickness absence taking place 08/09