

Risk Supporting Statement: CR18

Risk Owner: Director of Human Resources

Risk	Loss of work force capacity due to changes in the working environment, reducing the ability to achieve our strategic aims and objectives	Current Risk	A
	Links to: All Strategic aims and key policy priorities.	Likelihood	Impact
		Possible	Serious
Detail	<p>The fact that we have been less affected by the economic downturn than most and have largely protected our employees through this time, actually increases the risk for the next 3 years. Other organisations are starting to slowly recover and the market value of specialist skills is beginning to increase (we see that now with IS), this is at a time we are doing service reviews and taking large amounts out of the budget this has the potential to increase turnover of our most marketable staff. We can no longer predict turnover on the basis of age so the risk of losing skills and experience and corporate knowledge without adequate time to prepare is greater than before. In addition we operate in so many different markets for jobs it is not just the value of the posts in the markets which affect our ability to attract and retain staff. Technology and ways of working is affecting all 'professions', being 'leading edge' and having the jobs most sought after in different fields is also dependant on being at the forefront of the industry. If we fall behind in that we will have to recruit from different levels in the market.</p>		
Issues	Controls		
<ul style="list-style-type: none"> * Removal of Default retirement age * New Pension regulations * Moving of Statutory Pension Age * Key staff leaving the organisation as job market improves * Working environment lacks application of latest technology and is unattractive to retain and attract new staff 	<ul style="list-style-type: none"> * The HR Business Plan for 2014/17 includes development of succession planning and a revised sourcing strategy which is intended maintain our position in our critical markets as the employer of choice. (Head of Corporate HR and Business Services) * The Business Plan also includes a regular pay survey to better inform the market rates which in turn informs our sourcing strategy for key posts and improves our response and conversion rates. (Head of Corporate HR and Business Services) * That the revised PDF scheme addresses these issues specifically and is better aligned to developing staff for the future needs of the business and that staff are asked to indicate their medium term plans if known. (Head of Corporate HR and Business Services) 		
Summary			Target Risk
The risk remains at Amber but the likelihood is expected to reduce by the controls.			G
			Likelihood
			Unlikely
		Impact	
		Serious	