

Risk code	COV19-HR1	Owner	Chief Executive	Portfolio Adrian Gulvin	Reviewed 10 June 2020	Date 06 June 2020
-----------	-----------	-------	-----------------	-------------------------	-----------------------	-------------------

Link to Corporate Priority / commitment or project	ALL Corporate Priorities
--	--------------------------

CODE	Risk	Analysis Inherent Risk	Current Controls	Analysis Residual risk	Proposed / Further Controls
		Inherent risk (before controls)		Inherent risk (after controls)	
HR1.1	Not enough staff to redeploy to deliver services as we mobilise	BI	<ul style="list-style-type: none"> Resource requirements requested through Recovery Plans and shared with Project lead PB Volunteers sort from SM for key redeployment opportunities Redeployment of staff published in HR Policy and Procedures on 13 March 2020 Apprentices under the age of 18 will require a risk assessment if working from home – guidance to be published to managers 17 March 2020 	DIII	<ul style="list-style-type: none"> HR to provide support to managers of individuals who have found themselves out of work due to business closures and/or health issues and are unable to work from home. Redeployment opportunities to be identified and if not suitable other provision of leave to be consider (excluding extremely clinically vulnerable) Prioritisation of critical posts for recruitment Interviews for critical post will be completed by Skype or telephone Review of surge activity across the organisation for redeployment activities Non critical areas to re prioritise work and redeploy staff Targeted intervention by redeployment cell to anyone who is receipt of a salary at 80%, 52 week average or committed budget but isn't able to do current required work.
HR1.2	Service mangers managing self isolation periods following government guidance and track and trace notifications	BII	<ul style="list-style-type: none"> Welfare checks for staff will be undertaken by HR staff to release SM for service delivery from 18 March 2020. Guidance published to all managers 17 March 2020 Absence management policy has been relaxed in Guidance Published to Managers 13 March 2020 COVID-19 absence code developed in resource link to capture information Revised notification procedure to report absence published 17 March 2020 guidance and communication to follow Self-isolation cases to be reported by individuals on self-serve for you working from home self-isolation (WFH-SI) 	EIII	<ul style="list-style-type: none"> GOLD decision to be taken on those who are unable to work from home but need to self isolate if no work is available Recommendation will be sick for those too ill to work and Special leave (if evidence supplied via track and trace) for those who are unable. Policy to be updated
HR1.3	Staff going abroad and need to self isolate on return	CII	<ul style="list-style-type: none"> Relaxed the policy for working from home Guidance for working from home will be published on 17 March 2020 For those that can't work from home flexi leave or unpaid leave should be considered CF of AL over 2 year period 	EII	<ul style="list-style-type: none"> GOLD paper to decide. Recommendation will be if a holiday has been booked prior to COVID-19 and there is likely to be a financial loss, Special leave to be provided for those who are unable to work at home, if not other work can be redeployed For those wishing to book a new holiday, SM to decide if the length of time away from work can be accommodated as if no work can

					<i>be provided additional leave will need to be taken.</i>
HR1.4	Unions not informed of policy changes	EIII	<ul style="list-style-type: none"> • <i>Met with the Unions on 17 March 2020 in light of recent announcements and policy changes</i> • <i>Communications channel to raise concerns exists</i> 	EIII	<ul style="list-style-type: none"> • <i>Weekly TU meetings to share policies changes</i>
HR1.5	Building reopening	All	<ul style="list-style-type: none"> • <i>Current SM are managing teams, and people are to work from home where they can</i> 	DII	<ul style="list-style-type: none"> • <i>To issue a new toolkit for managers</i> • <i>To issue a new RA for managers, including high risk areas of age and ethnicity</i> • <i>Managers to discuss with HR whether formal process are required on refusal to return</i>
HR1.6	Disciplinary and grievance cases, time line and potential surge	BII	<ul style="list-style-type: none"> • <i>Virtual process</i> • <i>Paper based process</i> 	DII	<ul style="list-style-type: none"> • <i>Case conference dive</i> • <i>Fortnightly case reviews</i> • <i>Appoint to vacancies</i> • <i>Time line check</i> • <i>Evaluation of current procedure</i> • <i>Rooms to be equipped with social distance measures for f2f if required</i>
HR1.7	Loss of income for MSCC and Schools	DII	<ul style="list-style-type: none"> • <i>Remote support, unable to market new material, unable to run courses</i> 	EII	<ul style="list-style-type: none"> • <i>Better marketing material</i> • <i>Larger class rooms with social distancing</i>
HR1.8	Training provision	DII	<ul style="list-style-type: none"> • <i>On line induction</i> • <i>Some on line learning material</i> 	EII	<ul style="list-style-type: none"> • <i>Smaller bite sized corporate learning to be developed</i> • <i>Large training room to allow for social distancing on courses that cannot be done on line (manual handling for example)</i> • <i>Consideration to be given to those working from home and access to Kit, as some forms of elearning will not work if people do not down load abode.</i>
HR1.9	Medpay Review	CII	<ul style="list-style-type: none"> • <i>Current permission to review but difficult to engage workforce</i> 	EII	<ul style="list-style-type: none"> • <i>Project plan to be shared with CE on how this might work with virtual engagement and hiring of an external provider.</i> • <i>New timeline to be agreed</i>
HR1.10	Gender Pay Gap reporting	CII	<ul style="list-style-type: none"> • <i>Publication has been delayed but issue is still growing</i> 	EII	<ul style="list-style-type: none"> • <i>Data analysis via jobs go public on people applying and composition of the interview panel</i> • <i>Equal pay review to be conducted</i> • <i>Better governance around salary increases, benchmarking roles and additional responsibility payments</i>
HR1.11	Re organisational review	BII	<ul style="list-style-type: none"> • <i>Currently on hold and sits between Business change and HR</i> 	DII	<ul style="list-style-type: none"> • <i>Definition of who is doing what needs to be established</i> • <i>Work with the TU around virtual consultations and RA/BC</i> • <i>Revise policy to ensure its aligned to virtual views</i>
HR1.12	Renewal of OH and Vectis contracts	DII	<ul style="list-style-type: none"> • <i>Both out of terms of scope</i> 	FII	<ul style="list-style-type: none"> • <i>Retender for new OH provider</i> • <i>Virtual review</i> • <i>Launch process</i> • <i>Retender with Vectis on current contract linking in tuskler electric cars and current government drive</i>
HR1.13	Review of expense and travel policy	BII	<ul style="list-style-type: none"> • <i>Current amounts are out of scope with HMRC</i> • <i>No electric vehicles amount</i> • <i>Encouragement for larger vehicles- goes against</i> 	EII	<ul style="list-style-type: none"> • <i>Full working group to be established and a full policy review required for EMC/Cabinet</i>

Appendix 13

			<i>our climate control ambition</i>		
HR1.14	Long service Awards	DII	<ul style="list-style-type: none"> • <i>Previously cancelled</i> 	FII	<ul style="list-style-type: none"> • <i>Review if this can be done remotely</i> • <i>Paper to GOLD</i>
HR 1.15	HR team review	DII	<ul style="list-style-type: none"> • <i>Due late 2020</i> 	FII	<ul style="list-style-type: none"> • <i>To begin in June 2020</i>
HR1.16	MAD awards	BII	<ul style="list-style-type: none"> • <i>Sponsorship</i> • <i>Face to face</i> 	DII	<ul style="list-style-type: none"> • <i>Alternative approach required</i>

ACTION	Managed By	Milestones/PIs
Establishment of critical service delivery and the minimum staff and resources required for redeployment	SBF/PB	<ul style="list-style-type: none"> • SBF to obtain payroll details for average week salaries of those not working • SBF to obtain details of people in events • SB to collate critical services needing redeployment • PB Systems and processed in place to appoint and retrain
Consistent message to isolation periods	SBF	<ul style="list-style-type: none"> • Welfare deep dives to help managers bu HR • Guidance redeploying work or leave to be sent to managers June
To establish the change in sickness absence for reporting COVID-19	SBF	<ul style="list-style-type: none"> • Payroll to establish a new criteria in resoucelink to capture sick so it doesn't impact on occupational pay •
Prioritisation of recruitment	SBF	<ul style="list-style-type: none"> • HR working with SMs to identify critical posts • Alternative arrangements for interviews where required
Paper to GOLD by correspondence re self isolation on return from holiday	SBF	<ul style="list-style-type: none"> • Decision to be made by GOLD June
Develop staff survey reviewing home working, plus and negatives	SBF	<ul style="list-style-type: none"> • Survey developed and circulated in draft June – proposal for July
Share HR policy procedure on BC with Trade Unions	SBF	<ul style="list-style-type: none"> • Ongoing on changes
Deep dive into current disciplinary, grievance and capability cases	SBF	<ul style="list-style-type: none"> • Progress difficult cases and monitor impact and themes • Alternative arrangements for hearings where required i.e. use of technology
Support tools for managers re RA on opening buildings	RH	<ul style="list-style-type: none"> • Toolkit for managers to aid conversations • RA for categories re return to work • Video on what to expect when you return
Consider new budget year and increasing offer to schools and MCSC re training	NS/SB	<ul style="list-style-type: none"> • Increased marketing opportunity through current networks • Review learning delivery with college in light of government guidance
Expenses and travel review	NT	<ul style="list-style-type: none"> • Appoint a small TFG to look at revisions in light of new ways of working
Delay to medpay review	SBF	<ul style="list-style-type: none"> • New proposal for CMT to consider virtual engagement and consultation with colleagues
Delay in publishing the gender pay gap	SBF/PR	<ul style="list-style-type: none"> • Run new report early and mobilise equality board to help form an action plan to address
Organisational reviews	SBF/PB	<ul style="list-style-type: none"> • Prepare a discussion around roles and responsibilities between HR and BC • Engage TU on potential virtual activity
HR review	SBF/PB	<ul style="list-style-type: none"> • Reduced staffing, so review to be brought forward to June 20
OH contract	SBF/LL/NT	<ul style="list-style-type: none"> • Go out to tender for new provider
Vectis and tuskler contract	SBF/GT	<ul style="list-style-type: none"> • To define administration duties re Tuskler • Relaunch product to colleagues
Long Service Awards	SBF/ND	<ul style="list-style-type: none"> • Consider virtual awards
MAD awards	SBF/PR	<ul style="list-style-type: none"> • To consider an alternative approach – paper back to GOLD early July

Progress update

--