

Corporate Risk Register

Update Report

Risk

CORRR0001 Maximising use of funding: The council does not align its budget spend to priorities resulting in budget not meeting the needs of the customer.






Risk Update

Priority Based Budgeting process for 2016-19 is progressing through PBSG and Council MOG. Report on Agile is due to be considered at Council on 10 December 2015.

Scores

Likelihood Score:	3	Target Likelihood	2
Potential Impact Score	3	Target Impact	3
Overall Risk Score	9	Target Risk Score	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0001.1 We will ensure financial resources are directed to delivering key outcomes and provide clarity on work/services which are to be ceased or deferred to allow this to happen in practice	31-Mar-2015	 Completed	Heads of Service	
CORRR_0001.2 We will put in place a monitoring regime for agreed budget savings which will be reported to the Policy and Budget Strategy Group	31-Dec-2014	 Completed	Mark Armstrong	
CORRR_0001.3 We will complete the work being undertaken for the Angus Community Planning Partnership on resource mapping to outcomes as part of development of priority based budgeting	31-Mar-2015	 Completed	Ian Lorimer	
CORRR_0001.4 We will undertake community engagement to establish their priorities and use this to inform budget decisions	31-Mar-2015	 Completed	Ian Lorimer	
CORRR_0001.5 We will identify the services which are considered non-priority or low priority and develop a strategy to reduce financial commitment to these services	29-Feb-2016	 In progress	Heads of Service	George Bowie: Good progress being made with this approach, in particular through HTLH, but budget prioritisation will be determined by budget setting process.

				<p>Ian Lorimer: On track to achieve this action through Priority Based Budgeting approach to 2016/17 budget setting which is due to conclude on 11 February 2016</p> <p>Sheona Hunter: Service reviews have been carried out in Democratic Services and the Print unit. Priority and non priority services have been identified and work prioritised accordingly.</p>
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Risk

CORRR0002 Cultural Change: Organisational culture does not evolve to embrace the one council approach. Resistance to cultural change would have a negative impact on service development and more importantly on outcomes for Angus' citizens.



Risk Update




Developing the council's culture remains a high priority. There is still evidence that new structures and operating models have not been fully complemented by developments in organisational culture.

Scores

Likelihood Score: 3 Target Likelihood 3
 Potential Impact Score 4 Target Impact 3
 Overall Risk Score 12 Target Risk Score 9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0002.1 We will develop a clear strategy of what Council and Service priorities are required to deliver the Council's SOA and spell out what are no longer priorities and why they will be stopped	31-Dec-2015	 In progress	Heads of Service	George Bowie: These are identified in the Adult Services Improvement plan, the Older People's Strategy and in "Keys to Life" implementation plan. On target. Ian Lorimer: On track to complete this action in early January 2016 with finalisation of 2016/17 budget strategy by PBSG prior to formal submission to the Council in February. Delivery of the Priority Based Budget principles is part of the budget strategy. TA programme is also identifying changes to service delivery and in some cases cessation of delivery by current means e.g. agile
CORRR_0002.2 We will agree the priorities using the legal statutory duty as the base starting point to ensure we deliver our statutory duties	28-Feb-2015	 Completed	Heads of Service	

<p>CORRR_0002.3 We will work with Corporate Improvement team and strategic partner to investigate and review the ways in which services are delivered to develop a portfolio of efficiency savings through service redesign as a first objective before services are reduced</p>	<p>30-Jun-2015</p>	<p> Completed</p>	<p>Heads of Service</p>	
<p>CORRR_0002.4 We will communicate the above clarity with staff, management and unions as early as possible and manage the change in accordance with council policy without avoiding the challenge this brings</p>	<p>31-Mar-2016</p>	<p> In progress</p>	<p>Heads of Service</p>	<p>George Bowie: Trade Unions are currently involved in all of the Adult Services change programmes.</p> <p>Ian Lorimer: For Corp Imp & Finance staff briefings have been held on key issues, particularly the move to agile working in recent months. A staff Sounding Board is in place as is a staff newsletter and we are about to undertake a review of our communication, consultation and involvement policy and practices which will be staff led. Staff are also helping to lead a workloads review in Finance Services.</p> <p>Tim Armstrong: Staff representatives and unions have been involved in reviews in line with the council policy.</p> <p>Sharon Faulkner: Quarterly meetings are held with recognised trade unions to update them in relation to corporate initiatives which will impact on employees including service re-design</p>
<p>CORRR_0002.5 We will develop a clear CMT communication plan based on the prioritisation and disinvestment of services that links to the evidence for the decisions and provides a clear, consistent and transparent set of adopted messages.</p>	<p>30-Jun-2015</p>	<p> Completed</p>	<p>Heads of Service</p>	

Risk

CORRR0003 Transforming Angus non-delivery: The Transforming Angus programme fails to deliver with the result that the major savings required from the change programme are not realised to the extent required.




Risk Update

Overall TA programme continues to be developed and monitored through TA Board and programme boards.

Scores

Likelihood Score:	3	Target Likelihood	3
Potential Impact Score	4	Target Impact	3
Overall Risk Score	12	Target Risk Score	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0003.1 We will finalise the arrangements for the resourcing, operation and governance of the Transforming Angus programme	20-Dec-2014	 Completed	Gordon Cargill	
CORRR_0003.2 We will ensure clarity on project and programme ownership and lead accountability	20-Dec-2014	 Completed	Gordon Cargill	
CORRR_0003.3 We will, through effective Member and workforce engagement and communication embed buy-in for Transforming Angus across the Council.	20-Dec-2015	 Completed	Gordon Cargill	Transforming Angus communication and engagement are being pro-actively addressed as an ongoing and key element of day-to-day implementation. A specific "Space for Success" initiative is being used as a high profile catalyst to engage and communicate all services involved in transformational change initiatives across the organisation. Elected members are involved in this and have also received regular

				formal reports and briefings throughout 2015 reflecting opportunities for contribution, scrutiny and challenge relating to progress.
CORRR_0003.4 We will define effective and appropriate governance of relationship with Strategic Partner	31-Mar-2015	 Completed	Mark Armstrong	

Risk

CORRR0004 Performance Management: The council does not manage or report its performance in the areas that are important to internal and external stakeholders and therefore does not measure what matters or monitor performance against objectives and priorities.



Risk Update

Consideration was given to reducing the Likelihood score from 3 to 2 on the basis that 1 of the 2 mitigating actions is complete and the other will be complete early in 2016. However, it was decided to leave the score as it was until the conclusion of the BV audit prep work which may identify additional actions.

Scores

Likelihood Score:	3	Target Likelihood	2
Potential Impact Score	3	Target Impact	3
Overall Risk Score	9	Target Risk Score	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0004.1 We will undertake a full review of our existing performance management arrangements and the data/intelligence we use to make decisions and identify areas for improvement and further development	30-Jun-2016	 In progress	Heads of Service	Ian Lorimer: Good progress has been made both corporately through the Priority Based Budgeting work and development of local government benchmarking indicators and by individual services but more work is required to confirm the effectiveness and consistency of these arrangements. We are asking members of the Leadership Forum for input here too and that will inform what further work is needed. The due date will therefore require to be pushed back to 30th June 2016 to allow this work to be completed in full. George Bowie: Self-evaluation work within service sectors nearing completion. Effectiveness testing of audit programme required.
CORRR_0004.2 We will identify what is important to our external stakeholders	30-Jun-2015	 Completed	Heads of Service	

Risk

CORRR0005 Agile/Mobile/Homeworking: The council fails to maximise the potential of Agile/Mobile and Homeworking with the result that the required service and outcome improvements are not evident, associated savings are not realised and assets are not best utilised.






Risk Update

Risk reviewed. Score to remain the same as implementation phase still to be progressed.

Scores

Likelihood Score:	3	Target Likelihood	3
Potential Impact Score	5	Target Impact	3
Overall Risk Score	15	Target Risk Score	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0005.1 We will gain Committee agreement to a Council Agile Strategy	31-Jan-2015	 Completed	Gordon Cargill	
CORRR0005.2 We will develop HR policies that support and enable agile working	31-Oct-2015	 Completed	Sharon Faulkner	The agile policies were approved for implementation by Policy and Resources Committee on 1 December 2015.
CORRR0005.3 We will ensure that the implementation plan for Agile strategy finalised	30-Jun-2016	 In progress	Gordon Cargill	Implementation plan for "back-office" agreed by Council at its meeting on 10 December 2015. Further report to be submitted to Council before July 2016 detailing "locality hub" implementation plan. Due date changed to 30 June 2016 to reflect this.
CORRR0005.4 We will conclude roll out of migration to Citrix	31-Dec-2014	 Completed	Steve Roud	
CORRR0005.5 We will ensure opportunities for agile/mobile service redesign are identified	31-Mar-2018	 In progress	Heads of Service	Sheona Hunter: L & DS have received notification of the timetable for moves and are working towards cleansing records and preparing for agile working. A lean review will be carried out in connection the

			<p>provision of clerical support.</p> <p>Ian Lorimer: On track for Corp Imp & Finance Division. Finance Services, Corporate Improvement and Revenues & Benefits are due to move to agile working during 2016 in line with Agile Report agreed by Council on 10 December 2015</p> <p>George Bowie: In Adult Services we continue to seek opportunities to work in more agile ways. We are in the beginning stages of discussions about how this activity links with the counterpart programme in NHST as part of HSCI.</p> <p>Gordon Cargill:The Outline Business Case for Agile working was approved by the Council at its meeting on 10 December 2015 (reports 480/15 and 481/15 refer). As part of that business case it was identified that implementation of the Agile programme is dependent upon providing the appropriate staff resource that has the necessary knowledge, skills and experience to support the delivery of transformational change in services, including implementing a 'digital by design' approach where possible. A 'specialist' project support team will therefore be established to provide this support to services. While this project support team will assist relevant services 'transition to Agile' including 'providing the 'right tools for the job', the team may also be utilised to support other transformational change programmes where new ways of working are similarly implicit to their successful implementation. For example, the Channel Shift and Help to Live at Home programmes.</p>
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Risk

CORRR0006 Workforce reductions: Overall reductions in staffing resource and loss of experience lead to a major service delivery failure.

Risk Update

Internal controls continue to mitigate identified risks.

Scores

Likelihood Score:	2	Target Likelihood	3
Potential Impact Score	5	Target Impact	4
Overall Risk Score	10	Target Risk Score	12

Risk

CORRR0007 Information Governance: A lack of clarity around information governance leaves the council exposed to an information breach and/or Information Commissioner intervention and substantial financial penalties.






Risk Update

Risk reviewed. Score to remain the same.

Scores

Likelihood Score:	3	Target Likelihood	3
Potential Impact Score	4	Target Impact	3
Overall Risk Score	12	Target Risk Score	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0007.1 We will ensure that the importance of good information governance recognised at senior level in organisation	31-Mar-2015	 Completed	Mark Armstrong; Alan McKeown; Margo Williamson	
CORRR0007.2 We will ensure that the Information Governance action plan approved and implemented	31-Dec-2016	 In progress	Sheona Hunter	Project Lead now appointed to drive IG work forward.
CORRR0007.3 We will review Membership of Records & Information Management Working Group and FOI/DP Working Group to ensure sufficient representation across all directorates	31-Mar-2015	 Completed	Sheona Hunter	
CORRR0007.4 We will incorporate Information Governance into Annual Corporate Governance statement if appropriate	30-Jun-2015	 Completed	Janine Wilson	
CORRR0007.5 We will ensure that all new members of staff complete data protection training and all existing staff must complete refresher training bi-annually	31-Mar-2015	 Completed	Heads of Service	

CORRR0007.6 We will issue bi-annual reminders to all staff to remind them of complying with data protection guidance	31-Mar-2015	 Completed	Heads of Service	
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Risk

CORRR0008 Workforce/succession planning: The council does not build the capacity and capability of current staff, resulting in a workforce that is not flexible enough to meet changing needs and pockets of over/under capacity.





Risk Update

Leadership development continues to be vital in terms of the Council's priorities. The programme now includes leadership development for middle managers and a skills programme is being rolled out to appropriately equip employees in line with the Agile programme.

Scores

Likelihood Score:	3	Target Likelihood	3
Potential Impact Score	5	Target Impact	3
Overall Risk Score	15	Target Risk Score	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0008.1 We will ensure the development, consultation and agreement of Workforce Strategy including workforce profiling and planning	31-Mar-2018	 In progress	Sharon Faulkner	The Workforce Strategy was agreed by the Policy & Resources Committee on 1 September 2015. Workforce profiling and planning will begin in early 2016.
CORRR0008.2 We will ensure the development of service review process incorporating workforce planning principles, consultation & communication mechanisms	31-Mar-2018	 Completed	Sharon Faulkner	The service review process has been developed and agreed for implementation and is now operational on the intranet.
CORRR0008.3 We will develop succession planning framework	31-Mar-2018	 Not yet started	Sharon Faulkner	Work on this framework has not started as yet but will be built into the Workforce Strategy Implementation Plan.
CORRR0008.4 We will develop a competency framework	31-Mar-2018	 Completed	Sharon Faulkner	The competency framework has now been agreed and implemented.
CORRR0008.5 We will build the capacity of managers to manage change	31-Mar-2018		Sharon Faulkner	The leadership programme for middle managers has now been developed is being rolled out across the

		In progress		workforce.
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Risk

CORRR0009 Residual Waste Contract: There is a failure to conclude on the residual waste contract

Risk Update

Project currently on track as per the project plan. Down to two bidders, members updated and press release issued.

Scores

Likelihood Score:	3	Target Likelihood	3
Potential Impact Score	3	Target Impact	3
Overall Risk Score	9	Target Risk Score	9

Risk

CORRR0010 Core Governance: Staffing reductions, structural changes and increases in the demands on remaining staff lead to a diminution in good governance standards in day to day operations leading to potential governance breaches and, non-compliance issues.





Risk Update


Risk score assessed and to remain the same. This will be further reviewed as part of the work to revise the Local Code of Corporate Governance in line with the CIPFA guidance.

Scores

Likelihood Score:	3	Target Likelihood	2
Potential Impact Score	4	Target Impact	5
Overall Risk Score	12	Target Risk Score	10

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0010.1 We will ensure that the Monitoring Officer and Chief Financial Officer to be properly involved in development of all key policies and key decisions so they can fulfil their statutory roles	31-Mar-2015	 Completed	Mark Armstrong; Alan McKeown; Margo Williamson	
CORRR0010.2 We will review new Committee reporting arrangements after 1 year to assess if decision making governance is still adequate	31-Mar-2015	 Completed	Sheona Hunter	
CORRR0010.3 We will arrange a workshop to discuss and clarify the roles of and expectations on Heads of Service for corporate governance and identify any training needs	30-Jun-2015	 Cancelled	Janine Wilson	This action has been superseded by "CORRR_0010.6 - We will review the corporate governance assurance process which will inform the 2015/16 Annual Governance Statement" as stated in 14/15 Corporate Governance Action Plan.
CORRR0010.4 We will consult with budget holders on their needs (if any) for additional financial monitoring information and any training on financial management required to address any gaps which may exist	31-Mar-2016	 In progress	Ian Lorimer	Meetings with Resources & Ch Exec to discuss needs in more detail have had to be deferred until January 2016. Training delivery will follow thereafter. Due date needs pushed back to 31 March 2016 to allow completion.

CORRR0010.5 We will clarify the advisory role of the Service Manager (Governance)	31-Mar-2016	 Completed	Richard Stiff	
CORRR0010.6 We will review the corporate governance assurance process which will inform the 2015/16 Annual Governance Statement	31-Mar-2016	 In progress	Shan Coombs	CGOG meeting on 7th January 2016. Completion date moved to 31st March 2016.

Risk

CORRR0011 PSN: Failure to comply with PSN requirements will impact on the council’s ability to deliver frontline services which require the use of sensitive information, partnership working and transformational service delivery.

Risk Update

Worked with the Cabinet Office and CLAS consultant to meet the required PSN standards. This will continue to be monitored.

Scores

Likelihood Score:	2	Target Likelihood	2
Potential Impact Score	5	Target Impact	5
Overall Risk Score	10	Target Risk Score	10

Risk

CORRR0012 Business Continuity: The council fails to ensure continuity of critical services in the event of an incident which could impact on vulnerable clients/customers.



Risk Update

Risk score assessed and remains the same.

Scores

Likelihood Score:	2	Target Likelihood	2
Potential Impact Score	3	Target Impact	3
Overall Risk Score	6	Target Risk Score	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0012.1 We will test business continuity plans in key risk areas - to be completed as far as practical by the end of 2014	31-Mar-2015	 Completed	Heads of Service	
CORRR0012.2 We will build on action 12.1 and review current status and readiness of the Council's business continuity arrangements and identify key gaps and risks which have still to be addressed	31-Mar-2015	 Completed	Jacqui Semple	

Risk

CORRR0013 Health & Safety: The council have a health and safety incident and are found to have poor policy, management or operational compliance leading to fines and reputational damage.




Risk Update





All incidents are monitored by the Safety, Health and Well-being team to ensure compliance with policy and associated guidance and remedial action recommended if required.

Scores

Likelihood Score:	3	Target Likelihood	2
Potential Impact Score	3	Target Impact	3
Overall Risk Score	9	Target Risk Score	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0013.1 We will identify areas of highest risk and assess existing controls and action plans to address these according to their individual likelihood and impact	31-Mar-2016	 In progress	Susan Bruce	Continues to be part of the Safety, Health & Wellbeing team function.
CORRR0013.2 We will consider what more could be done to promote a positive health and safety culture across the organisation – do we comply with good practice in this regard	31-Mar-2015	 Completed	Heads of Service	
CORRR0013.3 We will ensure all managers have been trained in their health and safety responsibilities and the Council’s framework	31-Oct-2015	 Overdue	Heads of Service	Ian Lorimer: For Corp Imp & Finance - all senior staff have had basic training and this has been supplemented by additional support from the safety team for building managers. First Aid training also provided. Accidents, violence and aggression incidents reviewed by CI&F Management Team quarterly. Probably a need for refresher training on new framework for longer serving managers Sheona Hunter - all relevant staff have attended training. Training requirements are reviewed annually during the appraisal process.

				Tim Armstrong – Managers within the Children and Young People Service are part of the council's corporate management training and leadership development programme.
CORRR0013.4 We will include H&S on all EMT/CMT/SMT agendas including reports of incidents and audits	31-Mar-2015	 Completed	Heads of Service	
CORRR0013.5 We will undertake appropriate audits within services	31-Mar-2015	 Overdue	Heads of Service	<p>George Bowie: Adult Services has an audit programme in each service area but the effectiveness of the audit programmes now needs to be tested.</p> <p>Ian Lorimer: No change to previous update for Corp Imp & Finance: No specific "audits" have been carried in CI&F during 14/15 because none were thought to be necessary but health and safety issues are covered at all management meetings and issues identified are addressed. Some "audit" type activity will be done through management observation rather than anything more formal</p> <p>Tim Armstrong: There are systems in place to audit case files and practice across Children and Family services.</p>
CORRR0013.6 We will continue support for appropriate and proportionate H&S training and controls	31-Mar-2015	 Completed	Heads of Service	
CORRR0013.7 We need to consider H&S, including the condition of our infrastructure when we prioritise services and budget allocations	31-Mar-2015	 Completed	Heads of Service	

Risk

CORRR0014 Welfare Reform: There is a risk that welfare reform changes put additional pressures on the Council's finances and increase demand from citizens for support and advice services.



Risk Update

The risk assessment remains reasonable - we've still to see the full effects of UC roll out in Angus and details of what DWP want by way of support from the Council.

Scores

Likelihood Score:	3	Target Likelihood	2
Potential Impact Score	3	Target Impact	3
Overall Risk Score	9	Target Risk Score	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0014.1 We will redesign the visiting officer service in conjunction with the Communities directorate	31-Dec-2015	 Completed	Graham Ritchie	Staff transferred to Revenues at the start of November 2015 and along with rent arrears are now being managed by Revenues.
CORRR0014.2 We will work with the DWP to implement a local support services framework	31-Mar-2016	 In progress	Graham Ritchie	UC will start to roll out in Angus by end of April 2016. Council Welfare Reform Officer will manage the arrangements for Universal Support in conjunction with Revenues and meetings are expected early in 2016 with DWP to finalise arrangements.

Risk

CORRR0015 Health and Social Care Integration: Integration fails to allocate sufficient priority to statutory social work duties and to the Council’s social work priorities. The integration agenda fails to use the combined resources in a manner that improves outcomes for individuals, their families and carers. This leads to less efficient use of resources.





Risk Update

Given completion of actions, potential impact score has been reduced from 5 to 4.

Scores

Likelihood Score:	3	Target Likelihood	3
Potential Impact Score	4	Target Impact	3
Overall Risk Score	12	Target Risk Score	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0015.1 We will ensure optimal Council representation on planning bodies and in governance arrangements for HSCI implementation	31-Oct-2015	 Completed	Mark Armstrong; Tim Armstrong; George Bowie	
CORRR0015.2 We will ensure optimal Council representation on workstreams reporting to Strategic Planning Group, in particular in locality planning group	31-Dec-2015	 Completed	Mark Armstrong; Tim Armstrong; George Bowie	
CORRR0015.3 We will review approach to service inclusion in HSCI through options appraisal	31-Oct-2015	 Completed	Mark Armstrong; Tim Armstrong; George Bowie	
CORRR0015.4 We will complete an analysis of readiness for HSCI using the JIT tool	31-Oct-2014	 Completed		

Risk

CORRR0016 Public Protection: There is a failure to protect a looked after, a vulnerable adult or manage an offender appropriately leading to negative impact on another person.




Risk Update

Risk score assessed and potential impact has been reduced to 4.

Scores

Likelihood Score:	2	Target Likelihood	2
Potential Impact Score	4	Target Impact	4
Overall Risk Score	8	Target Risk Score	8

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0016.1 We will maintain scrutiny of our systems, procedures, skills, knowledge-base and decision-making through the existing controls, in particular through the scrutiny of the three Committees (MAPPA, ACPC, AAPC) and their sub-committees	31-Dec-2015	 Completed	Tim Armstrong	The Child Protection and Adult Protection Committees and their sub-committees have work plans for the coming year. The recent MAPPA audit will inform the development plan for the Tayside MAPPA SOG.
CORRR0016.2 We will develop the role of the Executive Group in overseeing the three Committees at a high level and in ensuring that appropriate connections are made between all three elements of public protection	31-Mar-2015	 Completed	Margo Williamson	
CORRR0016.3 We will remain vigilant about the skills and qualifications of staff involved in this area of work, especially those at key decision-making points	31-Mar-2016	 In progress	Tim Armstrong	Key staff continue to require to demonstrate minimum qualifications requirements, there is access to specific training to relevant staff and these continue to be monitored on an on-going basis.

Risk

CORRR0017 Constitutional Change: changes in constitutional Scotland’s status as a nation through independence from the UK or further devolution of powers to the Scottish government leading to fundamental changes in areas such as finance availability, from national and local sources, employment law, tax and national insurance, welfare, defence, European funding access contract and consumer law and public sector structures.

Risk Update

The Scotland Bill is proceeding through Parliament following the Smith Commission conclusions.

Scores

Likelihood Score:	2	Target Likelihood	3
Potential Impact Score	2	Target Impact	3
Overall Risk Score	4	Target Risk Score	9

Risk

CORRR0018 Legislative change: We are unable to fully implement new legislative requirements on time and within budget to achieve the desired outcomes.

Risk Update

The 2015 autumn statement will form a context for the 2016/17 local government financial settlement. In addition a new programme for government can be anticipated following the May 2016 Scottish parliament elections which may impact on this assessment.

Scores

Likelihood Score:	2	Target Likelihood	3
Potential Impact Score	3	Target Impact	3
Overall Risk Score	6	Target Risk Score	9