

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
P&O-001	People and Organisation	<ul style="list-style-type: none"> <li>• Risk assessments</li> <li>• Monitoring of casework data</li> <li>• Skills audits used to build training requirements and programmes of development</li> <li>• Managers' completing Performance Review and Development</li> <li>• Regular monitoring of peripheral staff</li> <li>• Absence reporting</li> <li>• Staff related procedures flowing from policies</li> <li>• Workforce Development Plan including training and development</li> <li>• Capability Framework implementing Guiding Principles</li> <li>• Leadership Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Performance reports to Staff Governance Committee</li> <li>• Corporate Management Team (CMT) Stewardship undertakes monthly review of workforce for the future risk</li> <li>• Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register</li> <li>• Staff related policies and procedures</li> <li>• Strategic Workforce Plan</li> <li>• Data Protection processes</li> <li>• Consultation and legislative tracker to horizon scan for changes in the law</li> <li>• Audit, Risk and Scrutiny Committee oversight of risk management system</li> </ul>	<ul style="list-style-type: none"> <li>• COSLA – national negotiating body via SJC and SNCT.</li> <li>• Scottish Government – checking compliance with national initiatives e.g. Early Years Expansion, Pupil Equity Fund</li> <li>• Chartered Institute of Personnel Development (CIPD) / ACAS-- professional bodies available for benchmarking / best practice advice and guidance</li> <li>• Society of Personnel and Development Scotland (SPDS) – professional body available for benchmarking / best practice advice and guidance and links into COSLA</li> <li>• Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee covering workforce related matters such as VSER</li> <li>• Her Majesty's Inspectorate of Education (HMiE) reports – use a sampling strategy for inspections across school leadership and learning and teaching</li> <li>• GTC/SSSC- set out registration requirements for specific parts of the workforce</li> <li>• Employer Accreditations including</li> </ul>

				<p>Quality of Working lives, IIYP, Disability Confident, Armed Forces Covenant</p> <ul style="list-style-type: none"><li>• Benchmarking through Local Government Benchmarking forum (LGBF) measuring indicators such of cost of HR gender profile and workforce profile across all 32 Local Authorities</li></ul>
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