

Assurance Map

People & Organisational Development

<p align="center">First Line of Defence (Do-ers)</p>	<p align="center">Second Line of Defence (Helpers)</p>	<p align="center">Third Line of Defence (Checkers)</p>
<ul style="list-style-type: none"> • Staff related policies • Staff related procedures and guidance flowing from policies • Risk assessments • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • People and Organisational Development (P&OD) enabling effective people management, support and development • Guidance for managers and staff on People Anytime • Delivery of the Workforce Plan • Delivery of the Workforce Development Plan including training and development for managers • Capability Framework implementing Guiding Principles • Monitoring of employee related data by P&OD and all Senior Management Teams via People Performance Dashboard • Skills audits and CPD plans used to build training requirements and programmes of development • Managers' completing Continuous Review and Development and 1:1s • Leadership Forum • FAIR agreement with Trade Unions 	<ul style="list-style-type: none"> • Staff Governance Committee (Performance reports to) • Audit, Risk and Scrutiny Committee oversight of risk management system • Other Committees as relevant • Corporate Management Team (CMT) • Strategic Workforce Plan • Data Protection processes and Information Governance including DPIAs • Employment Legal Team • Consultation and legislative tracker to horizon scan for changes in the law • Risk Board • Performance Board • Strategy Board • Transformation Board • Risk Appetite Statement • Regular engagement with Trade Unions including Directors Union Engagement meetings • Business Continuity Sub-Group • Employee Data Forum 	<ul style="list-style-type: none"> • COSLA – national negotiating body via SJC and SNCT. • Scottish Government – checking compliance with national initiatives e.g. Early Years Expansion, Pupil Equity Fund • Chartered Institute of Personnel Development (CIPD) / ACAS-- professional bodies available for benchmarking / best practice advice and guidance • Society of Personnel and Development Scotland (SPDS) – professional body available for benchmarking / best practice advice and guidance and links into COSLA • Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee covering workforce related matters such as VSER • Her Majesty's Inspectorate of Education (HMiE) reports – use a sampling strategy for inspections across school leadership and learning and teaching • GTCS/SSSC- set out registration requirements for specific parts of the workforce • Employer Accreditations including Quality of Working Lives, Investors in Young People,

		<p>Disability Confident, Defence Employer Recognition Scheme, Equally Safe at Work</p> <ul style="list-style-type: none">• Benchmarking through Local Government Benchmarking forum (LGBF) measuring indicators such of cost of HR gender profile and workforce profile across all 32 Local Authorities• Staffing Watch Report
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