

Assurance Map

People & Organisational Development

Corporate Risk Register Risk:

1. **Workforce Capacity and Capability** - The Council must ensure that it has a workforce with the capability and capacity to deliver our Strategic Outcomes, acknowledging and mitigating the risks posed by Covid and cost of living increases.

Cluster Risk Register Risk:

1. **P&O Service Delivery** - Risk to delivery of key services in the event of failures of systems, processes, or capabilities

First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<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 Strategy • Training and development for managers • Capability Framework implementing Guiding Principles • Re.c.r.uit Scheme - Internal Recruitment and Internal Movement of Staff 	<ul style="list-style-type: none"> • CMT Boards • Council Committees • Corporate Management Team (CMT) • Workforce Strategy • Data Protection processes and Information Governance including DPIAs • Employment Legal Team • Consultation and legislative tracker to horizon scan for changes in the law • 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 • Her Majesty’s Inspectorate of Education (HMIe) reports – use a sampling strategy for inspections across school leadership and learning and teaching

<ul style="list-style-type: none"> • Monitoring of employee related data by P&OD and all Senior Management Teams via People Performance Dashboard • Skills audits and professional development 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 • Temporary Movement of Staff Protocol • Learning Academy • Standardised people change / Adoption and Change Management plan template 		<ul style="list-style-type: none"> • GTCS/SSSC- set out registration requirements for specific parts of the workforce • Employer Accreditations including Quality of Working Lives, Investors in Young People, Disability Confident, Defence Employer Recognition Scheme, Equally Safe at Work • Benchmarking through Local Government Benchmarking forum (LGBF) measuring indicators such of cost of HR gender profile and workforce profile across all 32 Local Authorities (Statutory Performance Indicators) • Staffing Watch Report
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