Assurance Map
People & Organisational Development

Corporate Risk Register Risk:

1. **Workforce Capacity and Organisational Resilience** - Risk that changes to the workforce, i.e., reduction or movement in response to external factors, significantly impact on our capacity and ability to deliver critical services and on the resilience of our workforce.
2. **Industrial Action – Pay Negotiations** - Industrial action in schools impacts on delivery of SQA exam diet and on wider workforce capacity.

Cluster Risk Register Risk:

1. **P&OD 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)
• Staff and managers implementing related procedures and guidance flowing from policies and ACC workforce Strategy • P&OD delivery against Workforce Strategy • Assessment of people related risks by staff and managers • People and Organisational Development (P&OD) enabling effective people management, support and development through relevant advice to managers • Managers undertaking relevant training and development • Monitoring of employee related data by P&OD and all Senior Management Teams via People Performance Dashboard	• Staff related policies • Relevant guidance for managers and staff available on People Anytime • ACC Workforce Strategy and delivery plan • Management and Leadership Training and Development Opportunities • Job Families and Capability Framework ↓ • Re.cr.uit Scheme - Internal Recruitment and Internal Movement of Staff • FAIR agreement with Trade Unions • Regular engagement with Trade Unions including Directors Union Engagement meetings • Outlined approaches to trade union and staff engagement and consultation (business case and adoption and change management approaches) • Temporary Movement of Staff Protocol	• 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

• Skills audits and professional development plans used to build training requirements and programmes of development
• Managers engaging staff and trade unions during change in line with our people change procedures and approach
• Managers' completing Continuous Review and Development and 1:1s
• Leadership Forum
• Staff and managers completing mandatory training requirements
• Reporting of mandatory training completion and exception actions by managers
	• E-learning system
	• Employee Assistance Programme and Occupational Health provider to support staff eg those reporting stress
	   • Mental Health Action Plan and Substance Misuse Action Plan
	   • Mental Health First Aid Network
	   • Your Care online wellbeing staff portal
	• CMT Boards
	• Council Committees
	• Corporate Management Team (CMT)
	• 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
	• Business Continuity Sub-Group
	• Employee Data Forum
		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, Disability Confident, Defence Employer Recognition Scheme, Equally Safe at Work
		• Benchmarking through Local Government Benchmarking forum (LGBF) measuring indicators such as cost of HR gender profile and workforce profile across all 32 Local Authorities (Statutory Performance Indicators)
		• Staffing Watch Report
		• Internal Audit – Staff Resourcing – August 2022
		• Internal Audit – Attendance Management – October 2022
		• Internal Audit – PVG and Disclosure Checks – April 2023