Appendix A
People and Organisation Cluster

Code		
Definition	Risk to delivery of key services in the event of failures of systems, processes or capabilities	

Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	**Control Assessment**	
- Failure to deliver advice and guidance to managers - Breakdown in industrial relations - Mental health, wellbeing and engagement of employees - Legal risk if unable to provide correct guidance to managers - Increased demand on the cluster is not sustainable	- System failure - Lack of robust control measures, e.g. Business Continuity plans - Not maintaining skillset or capabilities - Industrial action	Implementation of robust Business Continuity Plans	Partially Effective	Very Serious Significant
		Regular meetings and collaborative working with TUs	Partially Effective	
		Cluster demand management	Partially Effective	
		Cluster workforce plan	Partially Effective	

Risk Owner	Isla Newcombe	Risk Manager		Residual Risk Assessment
Latest Note				Very serious Low

Control Actions

Action 1	Progress	Original Due Date	Amended Due Date
Review of existing Business Continuity Plans	0%	June 2019	
Description	Undertake review and improvement of existing business continuity plans, ensuring the inclusion of all new business areas aligned to People and Organisation through the implementation of the interim structure.		
Update			
Assigned To	**Neil Yacamini**		

Action 2	Progress	Original Due Date	Amended Due Date
Hold regular TU meetings and undertake collaborative working	80%	February 2019	
Description	Weekly Director's meetings and Monthly CEO meetings		
Update	Meetings have been taking place for the past year and are seen to be highly effective at establishing and maintaining positive working relationships. This will continue into 2019 with a review of the regularity of the meetings and collaborative working increased.		
Assigned To	**Isla Newcombe**		

Action 3		Progress	Original Due Date	Amended Due Date
Demand Management		10%	March 2020	
Description	Reduce demand on reactive elements of the cluster through cultural alignment, workforce planning and development and communications and engagement with staff and digital transformation			
Update	Work engaging on the development of behavioural principles is underway, these will allow for a review and re-alignment of all people processes and policies. Work to be done on internal communications and engagement. Level 1 and 2 digitisation should take place in 2019 as well as the roll out of CoreHR our new HCM solution.			
Assigned To	**Isla Newcombe**			

Action 4		Progress	Original Due Date	Amended Due Date
Cluster workforce plan			April 2019	
Description	Development of a cluster workforce plan for People and Organisation which outlines the development, succession and ways of working needed in order to effectively deliver services			
Update				
Assigned To	**Lindsay MacInnes**			

Assurance Actions

Action 5		Progress	Original Due Date	Amended Due Date
Assess effectiveness of existing and new Business Continuity Plans			October 2019	
Description	Implement an annual test plan to assess the effectiveness of all Business Continuity Plans.			
Update				
Assigned To	**Neil Yacamini**			