

Assurance Map		
Cluster - People & Citizen Services (People Services)		
Corporate Risk Register Risk:		
1. Workforce Resilience Risk that a reduced workforce due to budget pressures, as well as external factors such as hard to fill roles or national policies may impact workforce resilience, our capacity and ability to deliver services, and in turn lead to reductions in service delivery and outcomes and an increase in Trade Union activity with the potential for industrial action.		
First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> Staff and managers implementing related procedures and guidance flowing from policies and ACC Workforce Delivery Plan People Services delivery against Workforce Delivery Plan Risk Assessment of people-related risks by staff and managers People Services enabling effective people management, support and development through relevant advice to managers Managers undertaking relevant training and development Monitoring of employee-related data by People Services and all Senior Management Teams via People Performance Dashboard Skills audits and professional development plans used to build training requirements and programmes of development 	<ul style="list-style-type: none"> People related policies and procedures Relevant guidance for managers and staff available on People Anytime (staff intranet) ACC Workforce 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/LNCT Outlined approaches to trade union and staff engagement and consultation (business case and adoption and change management approaches) Temporary Movement of Staff Protocol E-learning system 	<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 Disclosure Scotland – monitoring requirements for work with vulnerable groups

<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Employee Assistance Programme and Occupational Health provider to support staff eg those reporting stress • Quality of Working Lives Stress Risk Assessments <ul style="list-style-type: none"> • Mental Health Action Plan and Substance Misuse Action Plan • Mental Health First Aid Network • Your Care online wellbeing staff portal • Wellness Action Plans • Reasonable Adjustment Passports • Corporate 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 • Utilisation of RPA for council processes 	<ul style="list-style-type: none"> • Home Office – monitoring requirements for right to live/work in UK • ICO – monitoring data breaches and any related investigations • GTCS/SSSC- set out registration requirements for specific parts of the workforce • Employer Accreditations including Quality of Working Lives, Young Person’s Guarantee, 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) • Equality Outcomes Mainstreaming Report • Staffing Watch Report • Internal Audit Assurance Review Outcomes/ Recommendations • Employee Experience Survey and Wellbeing Pulse Checks • Data Gathering and Analysis
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