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**Report to: Scrutiny Committee**

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**Date of Meeting: 18 August 2016**

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**Subject: Resources and Governance Service Business Plan 2016/17**

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**Report by: Head of Resources and Governance**

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### **1.0 Purpose**

- 1.1. This report presents the 2016-17 Business Plan for Resources and Governance.

### **2.0 Recommendations**

- 2.1 It is recommended that the Committee notes the 2016/17 Business Plan, comments and challenges as appropriate, and agrees the performance targets for scrutiny purposes.

### **3.0 Considerations**

- 3.1. The Business Plan sets out the main priorities to be pursued and the outcomes to be achieved, taking account of factors such as delivering the key priorities of the Council's Budget, Making Clackmannanshire Better, the challenging financial environment and public sector reform.
- 3.2. The Business Plan identifies key issues for the Service reflecting on the challenges and provides an overview of the approaches the Service plans to take in engaging with stakeholders; supporting and developing staff and managing performance. The Plan also details the Service's key actions, risks and performance indicators.

### **4.0 Sustainability Implications**

- 4.1. Resources and Governance will aim to deliver sustainable services to both internal and external customers. The Service will support the Council's duties relating to the environment and sustainable development.

## 5.0 Resource Implications

### 5.1. Financial Details

5.2. The report sets out the capital and revenue budget and approved savings for delivery by Resources and Governance.

5.3. There are no new financial implications arising from the recommendations of this report. Yes

5.4. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

### 5.5. Staffing

5.6. There are no direct staffing implications resulting from the report.

## 6.0 Exempt Reports

6.1. Is this report exempt? Yes  (please detail the reasons for exemption below)  
No

## 7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box )

- |  |                                     |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses         | <input type="checkbox"/>            |
| Our communities are more cohesive and inclusive                          | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/>            |
| Our communities are safer  | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported                             | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced                             | <input type="checkbox"/>            |
| Health is improving and health inequalities are reducing                 | <input type="checkbox"/>            |
| The environment is protected and enhanced for all                        | <input checked="" type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence        | <input checked="" type="checkbox"/> |

(2) **Council Policies** (Please detail)

## 8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Not applicable

## 9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

## 10.0 Appendices

- 10.1 Appendix 1 - Resources and Governance Business Plan 2015/16

## 11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)  
Yes  (please list the documents below) No

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stephen Coulter	Head of Resources and Governance	Extension : 2022

### Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources and Governance	Signed: S Coulter
Nikki Bridle	Depute Chief Executive	Signed: N Bridle





# **Resources & Governance**

Business Plan 2016-17

## **1 SERVICE OVERVIEW**

### **1.1 SERVICE MISSION / PURPOSE & OBJECTIVES**

#### **Mission**

Our mission is to provide high quality, professional, value adding proactive advice, services and support to enable the Council to fulfil its priority objectives of Better Services, Better Opportunities and Better Communities

#### **Objectives**

Our objectives are to:

- Design and implement robust financial, technological and governance policies and procedures
- Provide high quality professional support services to officers and elected members to enable them to deliver their business objectives in an effective and cost efficient manner
- Provide strategic financial and human resources management advice that will inform and shape future service delivery and ensure that the council's workforce is aligned to achieving its corporate objectives
- Continuously improve by reviewing what we do, how we do it and ensuring value for money
- Support our staff in their professional and personal development to enable them to provide excellent customer service and fulfil their potential
- Maintain and manage the Council's assets for the benefit of the public, local communities and businesses

#### **Values and Behaviours**

Resources and Governance will embrace the Council's core values

**C**ommitment, trust and partnership

**O**penness and accountability

**R**espect and dignity

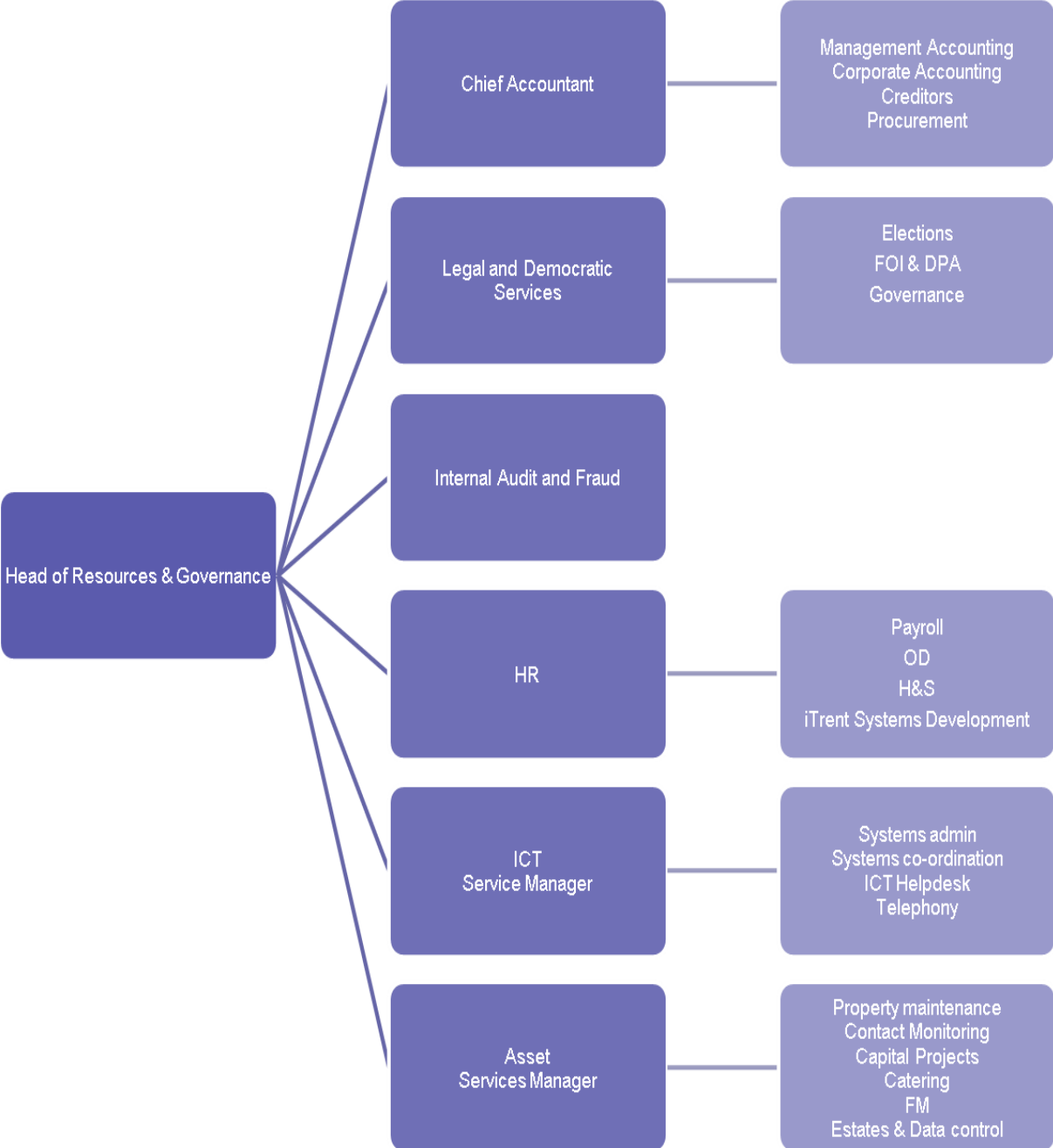
**E**quality, fairness and inclusion

The Resources and Governance service core functions comprise

- Accountancy (Corporate Accounting, Management Accounting, Procurement and Creditors)
- Human Resources, Payroll and Health and Safety
- Legal and Democratic Services
- Internal Audit and Fraud
- Information and Communications Technology
- Assets (Property Maintenance, Design, Contract Management, Catering)

## 1.2 SERVICE STRUCTURE

Throughout 2015-16 discussions and proposals have been ongoing about the structure of services in R&G. There are some outstanding appointments to be finalised in senior positions but this overall structure will be implemented in the early part of the year and appropriate line management arrangements put in place





## 1.3 BUDGET

REVENUE BUDGET	£	CAPITAL BUDGET	£
Accountancy	1,388,130	Property	3,482,000
		IT	1,420,000
Governance	1,853,843		
Head of Service	93,470		
IT	2,311,233		
Assets	16,901,614		
<b>Total</b>	<b>22,667,918</b>	<b>Total</b>	<b>4,902,000</b>

R&G have been targeted with approximately £2.45m of revenue savings which will be delivered across the range of services. This will be in addition to leading on corporate-wide changes particularly in regard to staffing and ongoing work with the trade unions to identify reform to terms and conditions and the early release of staff.

Efficiency initiatives fall into three main areas, budget scrutiny, managing our capital assets and staffing structures.

**Budget Scrutiny:** In 2015/16 R&G had an underspend of £1.35 m against its allocated budget. Greater scrutiny of the in year budget position and a greater focus on setting an appropriate budget to support the Service's activities will be implemented in 2016/17. A number of savings, for example, in staffing and energy management have been taken at the start of the financial year.

**Managing Our Capital Assets:** Through the MCB programme and the budget challenge process in 2015/16 a number of proposals were put forward for the better utilisation of the Council's building and ICT assets. Some of these will require close co-operation with other services and community organisations to deliver. The aim is to ensure that the Council only operates from the buildings that it needs and surplus assets are made available for disposal.

**Staffing Structures:** R&G will focus on ensuring that it has the staff it requires with the appropriate skills and flexibility of organisation to meet the needs of stakeholders. Detailed analysis of staffing budgets in 2015/16 revealed a number of opportunities to release budgets and to develop more efficient staffing models.

## 2 KEY ISSUES FOR THE SERVICE

Resources and Governance Management undertook a SWOT and PEST analysis to refresh the collective understanding of the challenges facing the Service. Key issues identified are listed below.

### **Financial**

- Delivering identified savings and living within a reduced settlement.
- Progressing towards a sustainable model for Resources and Governance service based on a clear definition of our role within the Council.

### **Staffing**

- Producing a workforce plan based on the Council's policy and guidance which will identify the staffing levels and skills needed.
- With the number of changes and turnover anticipated across the Council due to VR and VS its inevitable staff will be concerned about their personal futures and the future of the organisation. R&G senior management will provide clear and up to date advice to staff to ensure they understand the implications of the council's decisions and identify strategies to build resilience amongst staff to enable them to cope with change.

### **Shared Services**

- The full implications of the dissolution of the shared services arrangements and the re-configurations of the Council's Education and Social Work services on R&G are as yet not complete. However the anticipation is that there will be direct support required to educational establishments based on a cluster model and support required for the Chief Social Work Officer. Previous planning assumptions based on the lead authority model have had to be re-visited and appropriate staffing arrangements put in place.

### **HSCI**

- R&G staff will continue to be involved in supporting the IJB and Chief Officer across the range of functions. Work will continue in support of the IJB as it takes on its full range of responsibilities.

### **Records Management**

- During 2015 the R&A Committee approved the Council's Records Management Plan and the Council will be invited to present its plan to the Keeper during 2016. Work on implementing the plan and improving our approaches to DPA and FOI is already underway and will continue with a review of the Council's retention schedule and physical storage requirements.

### **Making Clackmannanshire Better**

- All R&G services will have responsibilities across all work streams in particular financial modelling, estate reviews and the digitisation of Council services. MCB will continue to present resourcing and governance challenges in ensuring that work is

managed to appropriate project disciplines and suitably qualified staff are available to take part in projects and programmes.

### **Digital Strategy**

- One Council, the Council's new finance system, is being implemented in a phased approach in the first half of the year. Key financial modules went live on 1st April.
- R&G will lead on or support the introduction of an improved digital infrastructure including the better exploitation of the existing systems, such as iTrent, and the ongoing improvements in IT infrastructure and productivity tools.

### **Governance**

- The Council's governance strategy is due for renewal as well as a number of the council's key governance documents. Work on Finance Regulations and Contract Standing Orders was deferred from 2015/16 because of the introduction of the new finance system and new Scottish Procurement Regulations. Work will also be taken forward on the Council's standing orders and scheme of delegation.

### **Central Scotland Assessors**

- R&G provide a number of services to the Central Scotland Assessors and with the increasing pressure on resources work will be undertaken by each of the relevant services to ensure that appropriate support can be delivered in a cost effective manner.

### **Team Priorities**

Each team or service is required to manage their own operational plan that sets out in more detail the actions they will be taking forward. The main priorities for each team or service are detailed below.

#### **ICT**

- Develop a digital strategy to complement the existing ICT strategy and ICT asset management plan.
- Manage the successful delivery of the ICT operational plan which includes a range of capital ICT projects.
- Implementation of the Council's Records Management Plan in conjunction with other R&G colleagues.

#### **Assets**

- Manage the successful delivery of the Assets operational plan which includes a range of capital infrastructure projects.
- Review of the cleaning service.

## **HR, Payroll and iTrent**

- Lead on job families and work with the Trade Unions on the future structure of the framework of the Council's terms and conditions.
- Assist the Council with its transformational change agenda, which includes its headcount reduction activities and support service area restructuring activities.
- Continue to review all Human Resources Policies and Procedures to ensure they are fit for purpose and sustainable and make them accessible to all staff.
- Continue to develop manager and employee self service capabilities within iTrent to automate and simplify transactional HR and Payroll services, enabling the future development of strategic HR capacity and capability.

## **Accountancy**

- Exploit the opportunities presented by the introduction of a new finance system to re-structure processes and work more closely with service heads to improve budget management, annual reporting and business case development.
- Revise Finance Regulations to support the above.

## **Procurement**

- Revise Contract Standing Orders and develop Procurement Strategy to align with the introduction of new procurement legislation.
- The structure of Procurement will need to be reviewed in the light of the introduction of the new finance system and ongoing operational requirements and legislative changes to ensure that the Council is achieving best value from its procurement activities.
- Undertake an initial procurement commercial improvement program (PCIP) assessment which the Council will be able to track progress after each assessment cycle (two years).

## **Internal Audit and Fraud**

- Deliver the Internal Audit and Fraud plan and undertake ad hoc investigations into alleged serious breaches of the Council's policies.
- Provide coordinating officer role for Regulation of Investigatory Powers (Scotland) Act.

## **Democracy**

- Deliver the European referendum and Scottish elections in support of the Returning Officer and plan for the 2017 Local Government elections.
- Review the Council's approach to data protection along with ICT colleagues

## **Legal Services**

- Legal services are anticipating that a number of protracted and complex property sales, a substantial volume of council house sales, social work cases and the winding up of the Council's interests in investment vehicles will conclude in the earlier part of 2016/17 freeing up time for supporting governance work and improving the Council's key governance documents, in particular the Council's Standing Orders

## **Health and Safety**

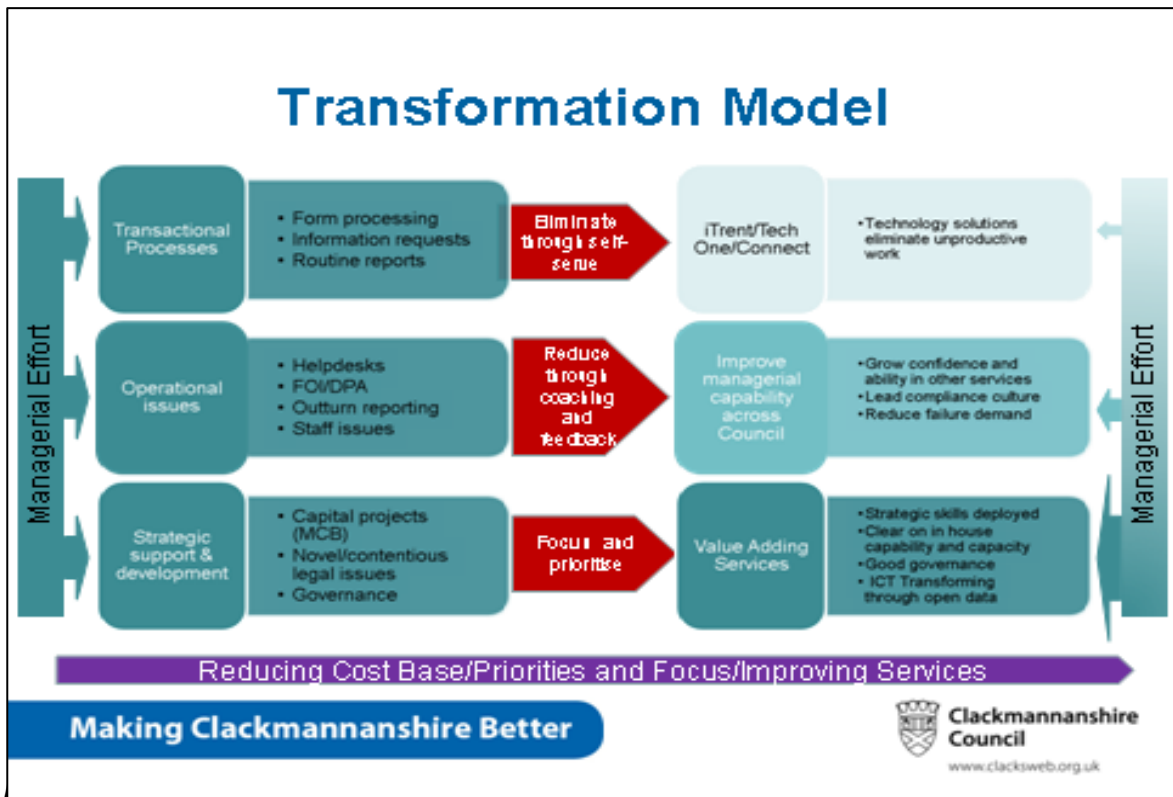
- During 2015/16 the Council encountered a number of serious health and safety breaches which stretched the capacity of the team. The priorities of the health and safety team are firmly focussed on the significant risk areas of the Council's operation and new strategic level structures to ensure the more effective management of health and safety across the Council will be introduced.

### **3 APPROACHES**

The longer term strategic direction for R&G is depicted below. The overall direction is towards providing the Council with strategic support that adds genuine value to the front line services that the public require. There needs to be a decisive shift away from existing working practices to new approaches as follows:

- Currently managerial effort is split evenly between transactional, operational and strategic support. Transactional services that can be re-engineered through process improvement activities and the exploitation of technology should be reduced or eliminated.
- Operational support services that should be owned by service delivery units are identified and sufficient training and coaching is provided to build organisational capacity.
- R&G is predominantly focussed on providing in-house expertise in corporate services and where there are skills gaps those skills are procured or accessed through partnerships or appropriate support from external organisations.

This strategy will deliver savings across all of the teams as well as providing more flexible and appropriate support focussed on the Council's major challenges.



### 3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The R&G transformational strategy requires a re-evaluation of the relationship that the Service has with other Council Services and stakeholders. A simplistic model based on a traditional customer-supplier relationship and the traditional frameworks and metrics that measure progress is no longer appropriate. To ensure good governance in the Council and the delivery of best value, R&G services must be more pro-active in challenging the practices and robustness of the Council's assurance processes, as well as using its skills and expertise to get alongside other services to help improve management processes and ensure their robust implementation. The concepts of business partnering models in HR and accountancy will be developed further and greater use of feedback mechanisms at the point of service delivery will be explored.

### **3.2 SUPPORTING AND DEVELOPING STAFF**

R&G Senior Managers undertook a workforce planning session and will deliver a draft workforce plan narrative during the summer of 2016. R&G will examine opportunities for early release through VR and VS where those are in the best interests of the organisation and the staff member wishing to exit the organisation.

The move towards more strategic services will require investment in skills. Within the current financial constraints investment in training is obviously limited but where there is a business need which is best met by training this will be pursued.

The progress made in implementing a consistent approach to objective setting and appraisal will continue with the aim of ensuring that all staff will have regular meetings with their line managers and have a structured conversation at least once a year outlining what is expected from them, areas of strengths and weaknesses and a chance to reflect on the delivery of personal objectives.

The default position is that iTrent will be used for recording objectives and the PRD discussion across the Service.

### **3.3 MANAGING SERVICE PERFORMANCE**

It is a core responsibility of staff to ensure that data relevant to their personal and, where appropriate, service performance is collated and captured on the relevant corporate system. This will provide accurate and timely performance management information. Performance reports will be considered at service management team meetings and action taken where required to improve performance. The Service Management Team will monitor and manage all aspects of performance, including risk management through service, team and one-to-one meetings.

R&G management have developed a good understanding of the potential benefits of the Covalent performance management system and are active users of it.

R&G's internal control systems aim to demonstrate compliance with external requirements in terms of inspection, audit and review. R&G will continue to liaise and work in partnership with the relevant external agencies including external auditors and government bodies to review practice and identify areas for improvement.

R&G is responsible for the delivery of the Internal Audit and Fraud annual plan and resulting reports and will take a corporate view of any identified weaknesses in terms of internal control and work with services to make improvements as necessary.

## 4 DELIVERY PLAN

### RESOURCES & GOVERNANCE INDICATORS

Covalent Code	KPI	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
ACC B01 RAG	Performance against phased budgeted spend - Resources and Governance	98.3%	100.0%	94.3%	95.0%	Stephen Coulter
GOV AUD 001	Percentage of Internal Audit plan completed	100%	100%	100%	100%	Iain Burns
GOV HAS RAG	Proportion of Resources & Governance Health and Safety Risk Assessments reviewed and up to date	N/A	75.0%	95.0%	95%	Stephen Coulter
ITS CUS 001	Percentage of customers satisfied with ICT services	98.2%	94.8%	96.6%	96%	John Munro
ITS ITS 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.035%	0.060%	0.035%	0.035%	John Munro
RAG PPL 003	Number of Resources and Governance staff recorded on ITrent as having completed a PRD	NA	NA	40.5%	85%	Stephen Coulter

### CORPORATE INDICATORS

Covalent Code	KPI	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
ACC ACC 009	Ratio of capital financing costs to the net revenue stream for General Fund	6.59%	8.20%	tbc	8.2%	Lindsay Sim
ACC ACC 010	Ratio of capital financing costs to the net revenue stream for Housing Revenue Account	8.00%	16.80%	tbc	18.5%	Lindsay Sim
ACC FNR COU	Target level of uncommitted financial reserves is achieved. (£3.6m)	£6.2m	£6.1m	tbc	£3.6m	Lindsay Sim
ED1 AB1 GOV	Average FTE Days Sickness Absence (Teachers)	5.66	10.14	7.2	7.2	Chris Alliston; David Leng
GOV FOI COU	Percentage of Council Freedom of Information requests dealt with within timescale	96.0%	92.9%	91.1%	95%	Andy Hunter
OTR AB1 GOV	Average FTE Days Sickness Absence (Other Local Government)	7.92	12.78	13.43	13	Chris Alliston



## ACTIONS

### 1 Clear Policy Priorities

Covalent Code	ACTION	By When	Lead
MCB RAG 035	Workforce Planning (Corporate)	31-Mar-2020	Chris Alliston
RAG 16 001	Review and revise Governance Strategy and key Governance documents	31-Mar-2017	Stephen Coulter
RAG 16 002	Undertake an options appraisal of services provided to the VJB with the aim of establishing the full costs of service provision and introducing greater formality in the services provided	31-Dec-2016	Stephen Coulter

### 2 Increasing Income & Savings

Covalent Code	ACTION	By When	Lead
MCB RAG 18c	Income Optimisation	31-Mar-2017	Lindsay Sim
RAG 167 111	Income and charging increase (corporate)	31-Mar-2017	Lindsay Sim


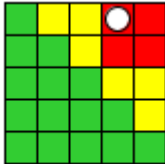
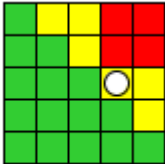
### 3 Making Efficiencies


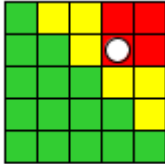
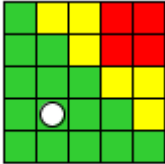
Covalent Code	ACTION	By When	Lead
MCB RAG 018	Resources and Governance Delivery Model	31-Mar-2018	Stephen Coulter
MCB RAG 037	Review Telephone Provision and Digital Transactions	31-Mar-2017	John Munro
MCB RAG 039	Review of working week, role flexibility and other terms and conditions	31-Mar-2017	Chris Alliston
MCB RAG 054	Reduce energy costs and raise awareness of energy usage	31-Mar-2019	Stephen Coulter
MCB RAG 055	Review of Printing	31-Mar-2018	John Munro
MCB RAG 18a	Restructure of Resources and Governance Service	31-Mar-2017	Stephen Coulter
MCB RAG 18b	Review of Equipment and Information Management	31-Mar-2017	John Munro
RAG 16 003	Implementation of Tech One and the realisation of benefits	31-Mar-2018	Lindsay Sim
RAG 167 048	Renegotiate GIS provision and use of Open Source technologies to bring some functionality in-house.	31-Mar-2017	John Munro
RAG 167 062	Relocate Centrespace to other Council building to remove property costs	31-Mar-2017	Eileen Turnbull
RAG 167 066	Reduce or remove unnecessary building lease costs	31-Mar-2017	Eileen Turnbull
RAG 167 095	PPP service reduction	31-Mar-2017	Eileen Turnbull

#### 4 Transforming Services

Covalent Code	ACTION	By When	Lead
MCB RAG 067	Assets Review: Cleaning Service	31-Mar-2019	Eileen Turnbull
MCB RAG 099	Reduce Cleaning Service by 25%	31-Mar-2017	Eileen Turnbull

## Resources & Governance Risk Register 2016-17

<b>ID &amp; Title</b>	RAG CRR 009 Poor Information & Knowledge Management	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Coulter	<b>Current Rating</b>	20	<b>Target Rating</b>	12
<b>Description</b>	Organisational information and knowledge are not effectively managed due to poor information sharing, records and absence management and succession planning, increased dependence on IT systems and unrecorded knowledge held by staff members.							 Likelihood Impact	 Likelihood Impact		
<b>Potential Effect</b>	Increased difficulty and time to access information and loss of tacit information and knowledge when staff leave or are absent, resulting in duplication or non-completion of (possibly statutory) duties. Loss of productivity when systems do not operate effectively, causing frustration and impact on staff morale.										
<b>Related Actions</b>	MCB RAG 18b	Review of Equipment and Information Management	<b>Internal Controls</b>		People Strategy						
					Information & Communication Technology Strategy						
					Information Management Strategy						
<b>Latest Note</b>	Risk Remains										

<b>ID &amp; Title</b>	RAG RAG 008 Insufficient resources to support business plan and Council Projects	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Coulter	<b>Current Rating</b>	16	<b>Target Rating</b>	4
<b>Description</b>	Internal R&G and other Corporate projects and activities requiring input from one or more R&G teams							 Likelihood Impact	 Likelihood Impact		
<b>Potential Effect</b>	Resource is diverted to projects resulting in fall in quality or delays in "business as usual" Projects fail										
<b>Related Actions</b>			<b>Internal Controls</b>		Business Planning Process						
<b>Latest Note</b>	Increase in risk score. Increasing change activity in the light of the new budget, MCB, staffing reductions and emerging governance issues of various descriptions are putting pressures on a stretched team. R&G restructuring will assist but new relationships need to be developed with other services										

<b>ID &amp; Title</b>	RAG RAG 006 Staff resilience	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Chris Alliston; Stephen Coulter; John Munro; Lindsay Sim; Temporary Sim; Eileen Turnbull	<b>Current Rating</b>	16	<b>Target Rating</b>	3
<b>Description</b>	Changing job roles, redundancy and uncertainty of Council's long term direction creates anxiety in staff										
<b>Potential Effect</b>	Stress on staff members leading to absenteeism Loss of engagement of team members and reduced effort Poor quality outcomes for the Council because of weaker central support services										
<b>Related Actions</b>	MCB RAG 018	Resources and Governance Delivery Model	<b>Internal Controls</b>	Leadership Development Programme							
	MCB RAG 035	Workforce Planning (Corporate)		Health & Safety Management System							
				Maximising Attendance & Employee Wellbeing Policy							
<b>Latest Note</b>	Staff resilience as a result of TVR, VS and workload pressure is becoming more strained. Cancellation of ECS and other staff benefits will have an adverse impact on staff morale										

<b>ID &amp; Title</b>	RAG RAG 001 R&G has weak impact on Corporate Governance	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Coulter; John Munro	<b>Current Rating</b>	12	<b>Target Rating</b>	4
<b>Description</b>	Lack of corporate compliance with policies, procedures and processes designed by R&G specialists which enable efficient business processes and good governance										
<b>Potential Effect</b>	Council suffers reputational or financial loss and/or is unable to maximise best value or realise project benefits. Service has to change approach or objective to ensure corporate or legislative compliance. Dissatisfied customer.										
<b>Related Actions</b>	MCB RAG 018	Resources and Governance Delivery Model	<b>Internal Controls</b>	Governance Panel							
	RAG 16 001	Review and revise Governance Strategy and key Governance documents		Governance Improvement Plans							
				Governance & Audit Processes							
<b>Latest Note</b>	Discussion on AGS Future has taken place between governance managers and Head of R&G. WE have agreed a revised policy is required and a risk based approach to AGS developed. Given other work pressures it may not be possible to completely overhaul the system for 16-17. Increased use of technology in particular embedding iTrent and implementing TechOne for Finance should help manage any compliance issues currently being experienced across the council										

<b>ID &amp; Title</b>	RAG RAG 005 Failure of IT systems	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Coulter; John Munro	<b>Current Rating</b>	10	<b>Target Rating</b>	4
<b>Description</b>	A significant failure of secure ICT systems that has a major detrimental impact on council operations										
<b>Potential Effect</b>	Council cannot transact vital business. Financial transactions disrupted leading to a loss of council revenue or financial hardship to individuals Loss of confidence in the council Destruction of knowledge assets or costs to recover										
<b>Related Actions</b>	ITS BP 07 Business Continuity			<b>Internal Controls</b>	Information & Communication Technology Strategy			Impact	Impact		
					Business Continuity Plans						
					Operational Business Plan						
<b>Latest Note</b>	Updated impact score to reflect risks associated with use of single site										

<b>ID &amp; Title</b>	RAG RAG 009 R&G Service Reviews	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Stephen Coulter	<b>Current Rating</b>	8	<b>Target Rating</b>	2
<b>Description</b>	R&G service reviews don't deliver savings or improved quality of service										
<b>Potential Effect</b>	R&G does not adapt to budget pressures Opportunities to capitalise on new technology are lost Job roles remain administrative/support rather than strategic and consultative										
<b>Related Actions</b>				<b>Internal Controls</b>	Workforce Planning Process			Impact	Impact		
					Contract Standing Orders						
					Council Standing Orders						
<b>Latest Note</b>	Service reviews are being undertaken as part of MCB and are already underway. Appointment to key posts and roll out of One OCuncil will accelerate progress										

