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**Report to Clackmannanshire Council**

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**Date of Meeting: 21 August 2025**

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**Subject: Partnership and Performance Directorate Business Plan  
2025/26**

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**Report by: Strategic Director – Partnership and Performance**

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**1.0 Purpose**

- 1.1. This report presents the Partnership and Performance Directorate Business Plan for 2025/26 for Council consideration and approval. The plan sets out how the Directorate will enable the Council to deliver on its strategic priorities, respond to a complex and evolving operating environment, and drive forward transformation, innovation, and continuous improvement.

**2.0 Recommendations**

Council is asked to:

- 2.1. **Note** the strategic context and key priorities outlined in the report.
- 2.2. **Approve** the Partnership and Performance Business Plan 2025/26, attached at Appendix 1.

**3.0 Considerations**

- 3.1. The Partnership and Performance Directorate Business Plan has been developed in line with the agreed business planning guidance <http://connect/news/201-council-news/5184-business-planning-guidance-2.html>
- 3.2. The Directorate operates in a challenging environment marked by financial constraints, rising service demand, and workforce pressures. As the smallest mainland authority, Clackmannanshire faces unique challenges that require innovative, collaborative, and resilient approaches to service delivery.

3.3. The Business Plan for 2025/26 reflects a shift towards a more planned and prioritised model of corporate service delivery, ensuring resources are deployed where they will have the greatest impact and ensuring alignment with the Council's strategic priorities. The Partnership and Performance Directorate continues to play a pivotal role in enabling the Council to deliver high-quality services, ensure robust governance, and achieve its corporate priorities.

3.4. The 2025/26 Business Plan sets out a clear and ambitious programme of work aligned to the Council's *Be the Future* vision and transformation roadmap. Key themes of the 2025/26 Business Plan include:

**Digital and Data Transformation:** Continued implementation of the 5-year roadmap, including further M365 rollout, infrastructure upgrades and enhanced cyber security, digital solutions for customers and data led decision making.

**Governance and Assurance:** Targeted improvements to strengthen internal controls and compliance to shift the internal audit assurance rating from "limited" to "substantial."

**Workforce Resilience:** Delivery of the Strategic Workforce Plan, leadership development programmes, and succession planning to address demographic and capacity risks.

**Collaboration and Innovation:** Expansion of joint working with Falkirk Council, supported by PwC, to explore shared service models beyond audit, unlocking efficiencies and building critical mass.

**Performance and Risk Management:** Strengthening the "golden thread" between strategic plans and operational delivery, with a focus on continuous improvement and evidence-based decision-making.

**Customer and Stakeholder Engagement:** Implementation of refreshed communications and engagement strategies, including a new staff intranet and refreshed and accessible complaints system and supporting policies and procedures.

3.5. The Partnership and Performance Directorate notes the previous recommendation for the Audit and Scrutiny Committee, approved by Council, to endorse the One Plan, One Report approach and to recommend its broader consideration across other Directorates and the Council. From our Directorate's perspective, we continue to maintain the agreed business plan approach, which provides a clear and structured framework for performance and delivery. However, we recognise the potential benefits of the One Plan model in terms of alignment, simplification, and enhanced strategic oversight.

- 3.6. As the Place Directorate progresses the development of the One Plan approach and the People Directorate continues to embed the approach, we will actively engage in the review process and consider how elements of this model may be adapted to ensure that the actions and priorities of our Directorate contribute to the overarching strategic outcomes in the One Plan, and can be included. We remain committed to continuous improvement and will ensure that any transition is informed by learning and collaboration across services.
- 3.7. The 2025/26 Business Plan reflects a Directorate that is both ambitious and pragmatic, focused on delivering core statutory functions while embracing transformation and innovation. In the face of financial constraint, workforce pressures, and rising demand, the Directorate's work will be pivotal in enabling the Council to remain resilient, responsive, and forward-looking. Approval of this plan will ensure that the Partnership and Performance Directorate continues to provide the leadership, infrastructure, and support required to deliver better outcomes for Clackmannanshire's communities.

#### **4.0 Sustainability Implications**

- 4.1. None

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

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

##### *5.4. Staffing*

#### **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 ☒)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	<input checked="" type="checkbox"/>
Our families; children and young people will have the best possible start in life	<input checked="" type="checkbox"/>
Women and girls will be confident and aspirational, and achieve their full potential	<input checked="" type="checkbox"/>
Our communities will be resilient and empowered so that they can thrive and flourish	<input checked="" type="checkbox"/>

### (2) **Council Policies**

Complies with relevant Council Policies Yes ☒

## 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?  
Yes ☐ No ☒

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been undertaken specifically for the Partnership and Performance Business Plan 2025–2026. This is because the actions and priorities outlined within the plan are primarily internally focused and operational in nature. However, in line with statutory obligations under the Equality Act 2010 and the Fairer Scotland Duty, any new or revised policy, strategy, or service change arising from the delivery of this business plan will be subject to a full and proportionate EQIA and/or Fairer Scotland Duty Assessment at the appropriate stage.

This approach ensures that equality considerations are embedded in the development and implementation of all relevant policies and practices. Where assessments are undertaken, they will be used to eliminate discrimination, advance equality of opportunity, and foster good relations, in line with the Council's legal duties and commitment to inclusive and equitable service delivery.

## 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 Please list any appendices attached to this report. If there are no appendices, please state "none".

Partnership and Performance Directorate Business Plan

## 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
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### Approved by

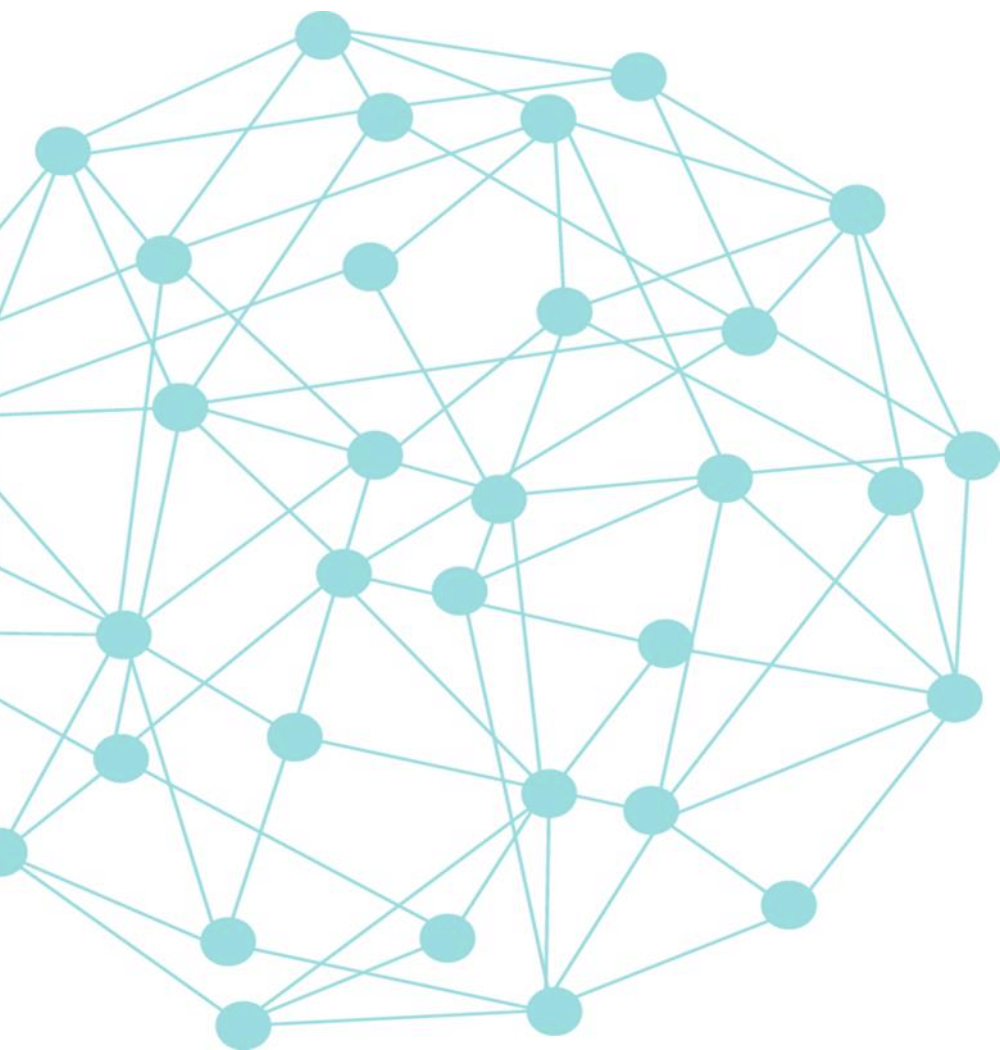
NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	



# Partnership & Performance

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## Business Plan 2025-26



## 1 SERVICE OVERVIEW

### 1.1 SERVICE PURPOSE & OBJECTIVES

The Partnership and Performance Directorate delivers key enabling services such as HR, Finance, Legal and Governance, ICT, Communications, Customer Services, and Emergency Resilience. These functions are fundamental to achieving the Council's strategic priorities and ensuring strong governance, continuous improvement, and value for money.

We are committed to:

- Driving transformation through the Be the Future programme
- Ensuring compliance with statutory requirements and promoting robust governance
- Leading digital and data transformation
- Strengthening workforce development and resilience
- Facilitating effective community planning and engagement

Our focus on continuous improvement and best value is at the heart of everything we do. Within the constraints of limited resources, we are committed to delivering high-quality, professional services to both citizens and colleagues. We strive to embody the Council's values in all aspects of our work, supporting its vision and upholding high standards of performance and governance to foster trust, accountability, and excellence across all Directorates.

#### The Council's Vision – Be the Future

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

#### Our Values

- **Be the customer** - Listen to our customers communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.



## 1.2 SERVICE STRUCTURE

Partnership and Performance management structure is:

### Partnership & Performance

August 2025

#### The objectives of this Directorate are to:

- Support the strategic positioning of the Council through planning; strategic partnerships, corporate policy support and performance and improvement.
- Ensure compliance with statutory and governance obligations through robust policies and mechanisms.
- Demonstrate best value through effective use of the Council's resources.



The overall portfolio revenue budget for 2025/26 is £12.908M, with a savings target of £834K approved by Council. The budget is comprised of:

Service Area	Budget 2025/26
Director	£107,524
Partnership and Transformation	£4,196,145
Finance and Revenues	£4,792,073
HR and Workforce Development	£1,840,379
Legal and Governance	£1,972,233
<b>TOTAL</b>	<b>£12,908,354</b>

### 1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Wellbeing LOIP	2024	2028
Annual Budget Strategy (reviewed on an ongoing basis)	2025	2026
Strategic Workforce Plan	2022	2025
Gaelic Language Plan for Clackmannanshire	2021	2025
Mainstreaming Equalities Report and Outcomes	2025	2029
Procurement Strategy	2018	2025
Digital and Data Transformation Strategy (including AI)	2019	2025
Corporate Communications and Marketing Strategy	2013	2025
Corporate Risk Management Strategy and Guidance	2023	2027
Major emergencies operational procedures and Civil Contingencies Guidance	2022	2025
Business Planning Guidance and Performance Management Framework	2019	2025
Consultation Guidance and Toolkit	2023	2026
Customer Charter	2023	2027
Council Complaints Handling Procedure	2021	2025
Customer Contact Policy	2023	2027
Standing Orders	2019	2025
Scheme of Delegation	2014	2025
Financial Regulations	2023	2026
Contract Standing Orders	2019	2025
Fraud and Anti-Corruption Policy		2026
Health and Safety Policy	2021	2025
Whistleblowing Policy.	2023	2026
Wellbeing Policy	2023	2025
Regulation of Investigatory Powers (Scotland)	2019	2025
Social Media Policy and Guidelines	2020	2025
Petition Guidance	2023	2026
Building Security Policy		2025

## 2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2025-26

Clackmannanshire Council, like all local authorities, continues to face increasingly complex decisions around spending priorities. Ongoing financial pressures, including the cost of living crisis, reductions in core grant funding, and rising inflation, are significantly impacting the cost of delivering services and capital projects. At the same time, demand for our services continues to grow.

These challenges place immediate strain on our ability to maintain essential services and limit our capacity to drive forward change. They also affect the long-term resilience and sustainability of the Council.

Despite these pressures, by staying true to our values, fostering strong communication, and remaining focused on our *Be the Future* priorities, the Partnership and Performance Directorate remains committed to making meaningful progress and delivering positive outcomes for our communities.

During 2025/26 as part of our improvement agenda we will:

- Provide a continued focus on supporting *Be the Future* themes of Sustainable Inclusive Growth, Empowering Families and Communities, and Health and Wellbeing through programmes such as the Wellbeing Economy and Community Wealth Building.
- Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.
- Implement further M365 functionality including delivery of SharePoint and One Drive.
- Implement the recommendations of the communication and engagement review.
- Continue to ensure the internal audit actions assigned to our Directorate are progressed and completed timeously.
- Continue to ensure the improvement actions assigned to our Directorate, as detailed within Clackmannanshire Council's Annual Governance Statement (AGS), are implemented by 31 March 2026.
- Deliver the revised Strategic Workforce Plan addressing succession, skills gaps and wellbeing and ensure it is aligned to the Council's Targeted Operating Model.
- Positively engage on identified collaboration approaches with partner organisations to ensure financial sustainability.
- Develop a sustainable model of delivery for achieving Best Value including corporate risk, self-assessment and continuous improvement and performance management.
- Each service with the portfolio will develop an action plan to respond to the findings of the UNCRC How Ready are You audit. Linked to this will be the development and implementation of a child friendly complaints procedure.



- Review our Emergency Planning Operating Plans; associated preparedness plans and implement a programme of testing and exercising commencing with COMAH exercise in 2025.
- Refresh the Digital Strategy which will include our policies on (Data, RPA & AI) which demonstrates aligned transformation.
- The newly appointed Fraud Officer will address and resolve any problems involving fraud or irregularity and prevent any adverse effects on the council's finances.
- Focus on continuous improvement through data insights to ensure data driven policy development.
- Strengthen the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements.
- Improve compliance with the Council's local code of governance through review and targeted training and support. This will be implemented as part of the Councils focus on continuous improvement through self-assessment and the Annual Governance assurance process.
- Implement revised guidance, training and support to ensure the Council meets duties under the Equalities Act 2010.
- Implement revised guidance, training and support to ensure that the Council has robust and tested business continuity plans in place across all key service delivery areas.
- Ensure policies and procedures outlined at 1.3 are reviewed, approved and implemented within the stated timeframes.

As outlined in previous business plans, our models of service delivery must continue to evolve towards a more mixed economy approach to build resilience and sustainability. The challenges we face are not only financial but also demographic. Our workforce is aging, and we are operating in an increasingly competitive labour market that makes it more difficult than ever to recruit and retain professionals across key disciplines.

Within the Partnership & Performance Directorate, our relatively small teams and the presence of multiple single points of failure mean that recruitment and retention issues can rapidly lead to knowledge gaps and capacity risks. These pressures directly impact the delivery of our statutory and regulatory functions and place a growing strain on existing staff. Moreover, with a significant portion of our most experienced staff due to retire within the next 3–5 years, it is vital that we act now to build future capacity.

To address these challenges, we are focused on developing clear career pathways, investing in skills development, and supporting workforce adaptability through new and innovative delivery models. We are committed to fostering a positive, empowered, and inclusive workplace culture that prioritises staff wellbeing, recognises contributions, and celebrates achievements. Our goal is to create an environment where every team member feels valued, motivated, and equipped to succeed.

As the smallest mainland authority in terms of our resident population, the challenge we face remains amongst the most significant in Scotland, even with the longstanding proactive and effective steps we have taken to protect frontline services to date. As a Council we have already implemented most measures that others are only now having to consider, reducing the scope for 'easy' solutions to the increasing demand and reducing real terms resourcing we are receiving. Our focus as a portfolio will remain on supporting organisational efficiency, monitoring budget performance, ensuring/complying with good governance and embracing continued transformation.

Our continued transformation journey will include roll out of further functionality of M365 as well as supporting the procurement and implementation of management information systems as they are renewed. We will also continue to ensure more of our transactional processes are digitally accessible to our citizens around the clock as well as improving how we communicate with staff through our employee intranet. We will also continue to have a focus on the security of our network and digital systems as part of our cyber security preparedness.

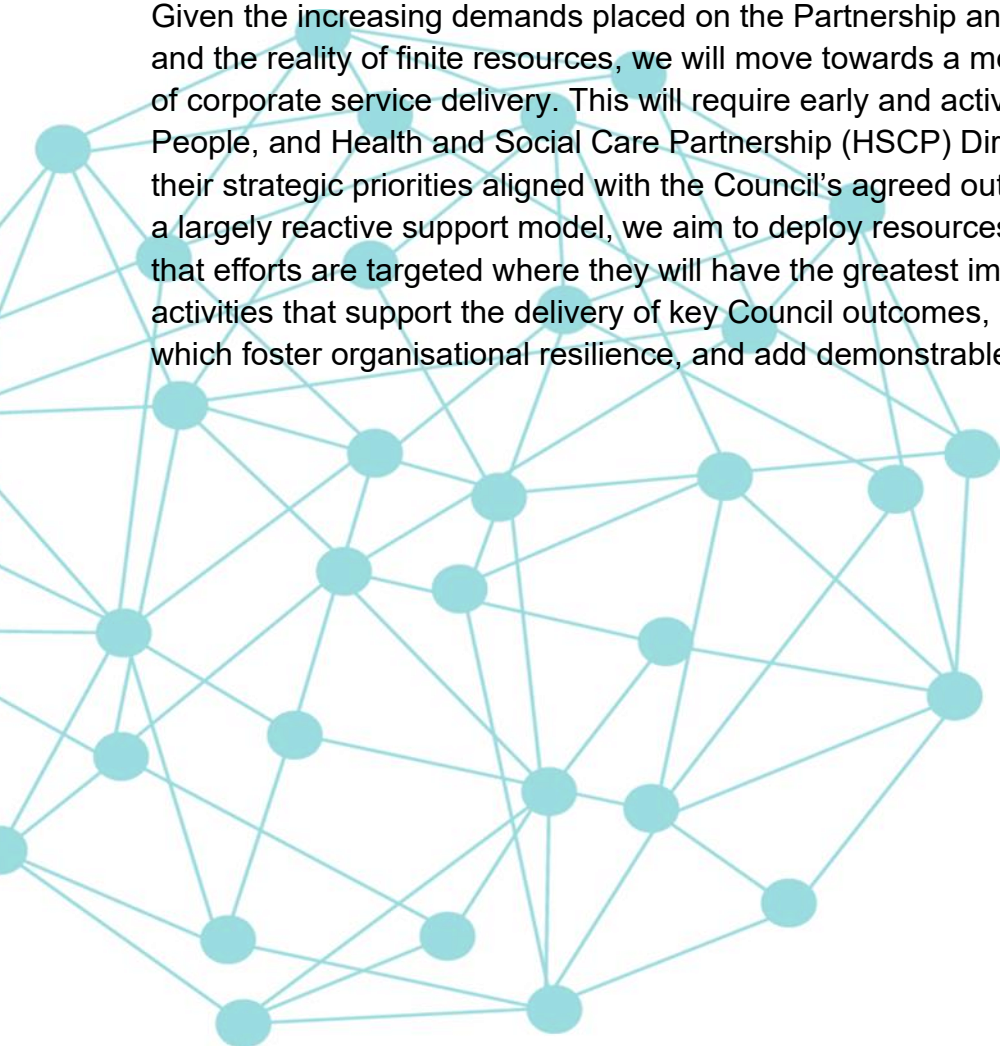
Digital transformation will play a critical role in enabling us to deliver services more efficiently, improve citizen experience, and support data-informed decision making. Our 5 year digital roadmap sets out a structured approach to modernising how we work, enhancing connectivity, and embracing innovation to support resilience and sustainability across the organisation. Through the delivery of our digital roadmap, we aim to embed innovation into the heart of our services, reduce operational risk, and create more agile and efficient ways of working, benefiting both our workforce and our communities.

Governance failures can have significant financial and reputational consequences, while also diverting valuable time and resources away from core service delivery and transformation initiatives. As such, a key focus for the year ahead will be on strengthening and continuously improving our organisational governance. Our ambition is to work towards improving the internal audit annual assurance rating from "limited" to "substantial" through a programme of targeted improvements and embedding a culture of accountability and compliance

We will also continue to enhance our resilience and integrated emergency planning across the Council developing and maintaining effective partnership working relationships too. This includes ensuring that leadership and decision-making protocols during incidents are clear, that business continuity plans are robust and regularly tested, and that post-incident debriefs are used to capture learning and drive improvement. Building on our established community resilience models, we will strengthen our partnership working and mutual aid arrangements to ensure preparedness for both anticipated and unforeseen challenges. We will also maintain our focus on the safe and effective management of events, embedding lessons learned and best practices to improve processes where appropriate.

To support effective performance and risk oversight, we will review and refine our corporate performance and risk management frameworks, with a view to developing a sustainable, integrated model of delivery. A strengthened model of delivery will be designed to reinforce the "golden thread" between the Wellbeing Local Outcomes Improvement Plan (2024–2034) and the Council’s strategic and operational plans, including Directorate Business Plans. This approach will also reinforce our commitment to best value, continuous improvement, and evidence-based decision-making, underpinned by self-assessment and robust performance reporting.

Given the increasing demands placed on the Partnership and Performance Directorate—and the reality of finite resources, we will move towards a more planned, prioritised model of corporate service delivery. This will require early and active engagement with the Place, People, and Health and Social Care Partnership (HSCP) Directorates to clearly identify their strategic priorities aligned with the Council’s agreed outcomes. By shifting away from a largely reactive support model, we aim to deploy resources more effectively and ensure that efforts are targeted where they will have the greatest impact. Priority will be given to activities that support the delivery of key Council outcomes, transformation priorities, those which foster organisational resilience, and add demonstrable value.





3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Delivering sustainable public services—by improving the area’s economic performance and creating the conditions for inclusive prosperity, is central to achieving our Be the Future ambitions. Our goal is to ensure that the people, businesses, and communities of Clackmannanshire benefit from long-term, meaningful improvements to quality of life and wellbeing.

However, we continue to face rising demand for services alongside sustained and growing financial pressures. In this context, we remain committed to driving forward Be the Future by prioritising business continuity and strengthening the delivery of our core statutory services. This business plan reflects the careful balance required to maintain essential services while continuing to innovate and transform for the future.

The Medium-Term Financial Strategy (MTFS), approved by Council in June 2025, consolidates a wide range of financial and contextual information to provide a clear and strategic approach to managing resources. The MTFS builds on a strong foundation of prudent financial management, successful delivery of savings, effective partnership working, and an increasingly mature approach to service innovation and design. These principles underpin our Be the Future Transformation Programme and Target Operating Model and corporate priorities which remain the cornerstone of our approach to change.

The landscape for local government continues to evolve through the ongoing agenda of Public Sector Reform (PSR) and the principles set out in the Verity House Agreement between COSLA and the Scottish Government. These reforms represent a fundamental shift in how local and national government work together, anchored in mutual respect, trust, and a shared commitment to improve outcomes for communities.

This agreement reinforces the importance of local autonomy, preventative approaches, and collaboration across public services. It places greater emphasis on community engagement and planning, place-based working, and reducing inequalities. For Clackmannanshire, these national developments create further conditions—and opportunities—for change. They provide a strengthened mandate to tailor solutions to local needs and to innovate in partnership with our communities and stakeholders.

As we continue to deliver transformation through Be the Future, our alignment with the PSR agenda and Verity House principles will support us to build on existing collaboration, drive inclusive growth, and unlock new models of service delivery that are more integrated, responsive, and resilient.

In addition, a comprehensive 5-year Digital and Data Transformation Roadmap has been established as a core enabler of the Be the Future programme and our Target Operating Model. This ambitious programme spans a range of strategic and operational activities designed to drive efficiency in response to ongoing budgetary pressures, improve the customer experience, and deliver on the objectives set out in the Council's Digital Strategy.

The programme charts a clear path towards becoming a truly digital council, one that is agile, data-informed, citizen-focused, and resilient. It includes investment in modern platforms, process automation, improved data governance, and enhanced digital inclusion initiatives to ensure all citizens can engage with our services effectively. The Partnership and Performance Directorate will play a central role in leading and coordinating this transformation, helping to ensure the anticipated benefits are realised across the organisation and within our communities.

Internal collaboration across Clackmannanshire Council is fundamental to delivering the strategic outcomes of the "Be the Future" programme, and the Partnership & Performance Directorate plays a central enabling role in this effort. Corporate services work in close partnership with the Place, People, and Health & Social Care Partnership (HSCP) Directorates, not only to support long-term transformation but also to ensure the continuity and resilience of day-to-day operations. These services are embedded in the daily fabric of Council activity, providing essential support for business-as-usual functions such as recruitment, financial monitoring, legal compliance, digital infrastructure, and customer engagement.

For example, HR and Workforce Development collaborate with all Directorates to co-develop the Strategic Workforce Plan, ensuring succession planning, skills development, and wellbeing initiatives are tailored to service-specific needs. Finance and Legal teams work alongside service leads to deliver balanced budgets and uphold statutory governance, as reflected in the Annual Governance Statement and Medium-Term Financial Strategy. ICT and Transformation teams are enabling further digital redesigns across frontline services, with the rollout of M365 and SharePoint improving operational efficiency and citizen engagement.

Beyond planned initiatives, corporate services also respond swiftly to unanticipated demands—whether supporting emergency planning and incident response, facilitating urgent legal advice on major projects like the Wellbeing Hub and Grant Street development, or enabling rapid communications during service disruptions. The Communications team, in partnership with Clark Communications Ltd and service areas, is co-designing a refreshed Communications and Engagement Strategy to support both internal culture change and external participation. Legal colleagues continue to provide



critical support on strategic developments including Westhaugh, Community Asset Transfers, and the Transformation Space.

The shared internal audit service with Falkirk Council exemplifies how collaboration extends beyond organisational boundaries, enhancing assurance and value for money. This is complemented by strengthened internal capacity through the recruitment of a Senior Auditor and Corporate Fraud Investigator, ensuring robust internal controls and risk management across all Directorates. The out of hours service provided in collaboration with Stirling Council, and mutual aid agreements across Forth Valley enabling support during emergencies, are further examples of partnership working.

In essence, corporate services are not merely administrative, they are strategic enablers that underpin innovation, resilience, and improved outcomes. Their ability to collaborate across the Council, adapt to emerging challenges, and deliver high-quality support ensures that Clackmannanshire remains agile, accountable, and focused on delivering for its communities.

As we continue to evolve and adapt to the ever changing environment we will actively embrace opportunities identified by PWC (engaged to explore different levels of joint working, potential benefits, implications and risk and the requirements to deliver and sustain a model of delivery) and which will be approved by Council, through the formal collaboration engagement with Falkirk Council. These opportunities will go well beyond shared audit services and will represent a strategic platform for greater joint working across key enabling functions, service innovation, and transformation. These collaborative efforts offer a significant opportunity to build critical mass, share knowledge and good practice, and unlock efficiencies that would be difficult to achieve in isolation, particularly for smaller councils like Clackmannanshire. In a constrained financial environment, working in genuine partnership enables both councils to remain ambitious, innovative, and focused on delivering the best possible outcomes for our communities.

As the landscape of public service delivery continues to shift under Public Sector Reform and the Verity House Agreement, this evolving relationship with Falkirk Council is an exemplar of how councils can respond creatively and constructively to national challenges by working together to do things differently.

## 3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

The Partnership and Performance Directorate is committed to engaging meaningfully with customers, stakeholders, and staff in ways that reflect the Council's values, particularly the principle of **Be the Customer**. Our aim is to ensure that all interactions are honest, open, respectful, and conducted with transparency and integrity.

In 2023, the Council refreshed both its Customer Charter and Customer Contact Policy, reaffirming our commitment to consistent service standards and clear processes for engagement. These frameworks help ensure that we listen actively to both internal and external customers, understand their needs, and respond with professionalism and care.

This customer-focused approach is embedded through regular team meetings, constructive conversations, and a systematic programme of supervision, learning, and development. These mechanisms support continuous improvement and help staff deliver the high standard of service that our citizens expect and deserve. Key indicators—such as complaints handling, Freedom of Information (FOI) requests, and Elected Member Enquiries—serve as important metrics to monitor performance and drive quality in our engagement practices, with these identified as improvement actions in 2025/26.

Our ongoing Digital Transformation Roadmap is further enhancing customer service by introducing new systems that provide clearer processes, improved data insight, and more robust reporting functionality. These developments are enabling better responsiveness and more tailored support for both customers and internal service users.

We remain committed to ensuring that engagement and consultation are integral to policy development. The continued rollout of our revised Equality and Fairer Scotland Duty Impact Assessment process helps ensure that our policies are inclusive, evidence-based, and reflect the views of those most impacted. In parallel, we are building capacity to gather and analyse service data to strengthen our customer insight and inform decision-making.

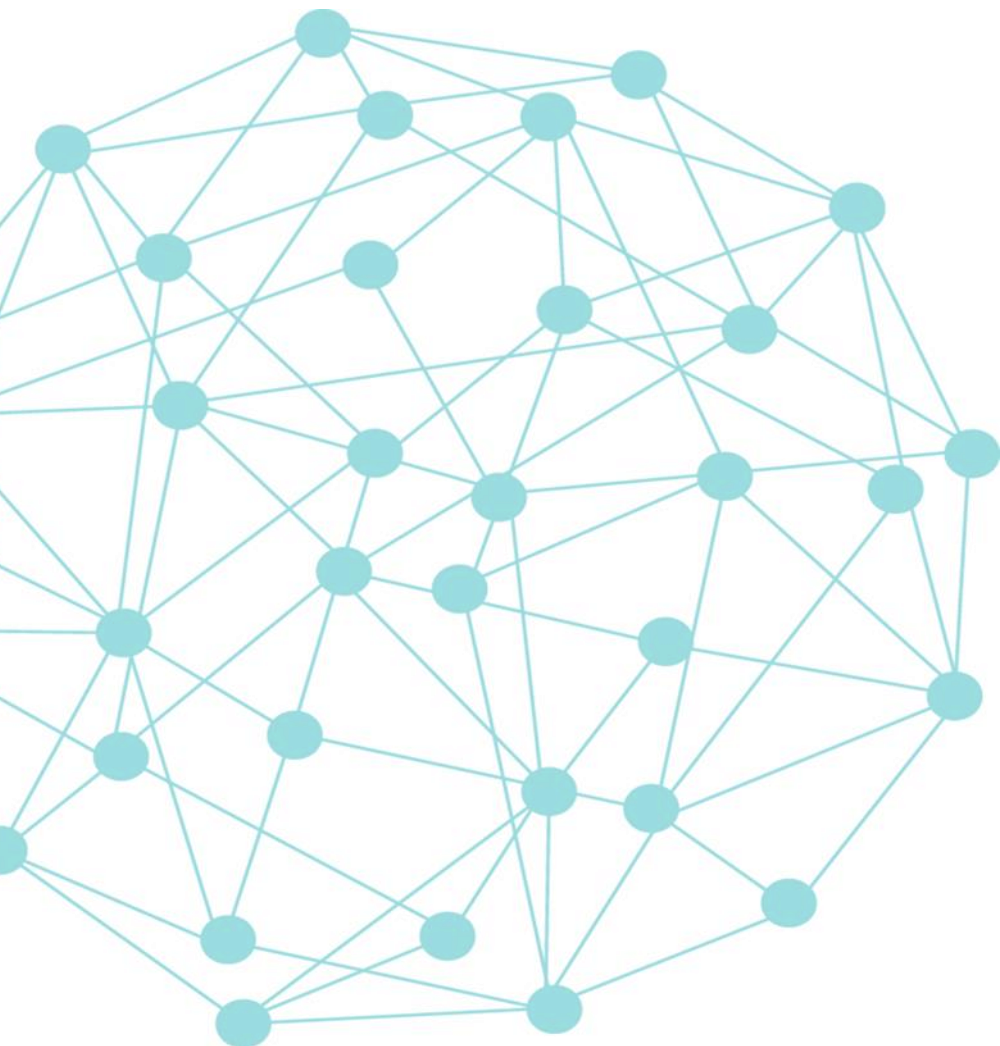
Working in partnership remains critical to our success. We will continue to collaborate closely with our community planning partners, including community councils, local groups, and organisations across the public, private, and third sectors, to deliver shared outcomes for the people of Clackmannanshire. These goals cannot be achieved in isolation; only through strong partnerships can we deliver sustainable and meaningful change.

The service will work alongside Clark Communications Ltd over the Summer 2025 to engage on and deliver a new Communications strategy and supporting approaches, in parallel developing an engagement strategy for the Council. This work is well underway and seeks to reset and re-establish mechanisms which support delivery of communication

and engagement across the Councils transformation programme and service delivery. A key focus of this work is identifying innovative practice which meets the needs of our internal and external stakeholders as well as developing and upskilling and knowledge transfer with the Councils communication team.

In 2025/26, the Clackmannanshire Alliance Board will build on the opportunities presented by the new Wellbeing Local Outcomes Improvement Plan (LOIP) to strengthen the impact of community planning. There will be a renewed focus on ensuring that the partnership is more effective, inclusive, and accountable in delivering the refreshed LOIP priorities.

Equally important is hearing the voice of our workforce. While our formal staff engagement survey now takes place every two years, we remain committed to ongoing engagement with staff. We will continue to gather employee feedback through constructive conversations, trade union dialogue, targeted focus groups, and pulse surveys where appropriate. This feedback is essential in shaping the support we provide and maintaining a healthy, motivated, and empowered workforce





### 3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff will be pivotal in supporting our transformation journey. This business plan provides the basis for all service, team and individual constructive conversations within Partnership & Performance. Senior managers will maintain plans and risk registers for their areas of responsibility.

All employees are expected to participate in regular constructive conversation meetings with their line managers. These conversations are not only a forum for reviewing objectives but are also an essential mechanism for supporting staff wellbeing, professional development, and alignment with the Council's values. Managers are expected to actively prioritise health and wellbeing as a standing part of these conversations, ensuring staff feel supported both mentally and physically in their roles.

We will continue to build and embed appropriate supports that promote a positive, healthy, and inclusive workplace culture, including accessible tools and resources that help staff maintain good mental and physical health. Wellbeing is not a standalone issue, it is fundamental to staff engagement, retention, and performance.

Objective setting and personal accountability remain key to our overall transformation journey. Demonstrating how we live out the Council's vision and values must underpin our performance at every level. This includes a focus on behaviours, innovation, and continuous improvement, not just outputs.

Senior managers will continue to maintain up-to-date service plans and risk registers aligned to their areas of responsibility, ensuring a clear line of sight between strategic priorities and operational delivery. Performance against business plan objectives and associated risks will be reviewed regularly through Directorate Senior Management Team meetings and in one-to-one sessions with the Strategic Director. In parallel, updates on delivery and performance will be reported to the Audit & Scrutiny Committee on a six-monthly basis to ensure transparency, accountability, and effective oversight.

To drive this culture of high performance, the Directorate will maintain a continued focus on delivering and exceeding core performance standards. This includes ensuring timely responses to Freedom of Information requests (FOIs), MP/MSP/Councillor enquiries, and a 100% compliance rate with mandatory corporate and health and safety training across all staff.

By supporting our people, prioritising wellbeing, and holding ourselves to high standards, we will create the conditions necessary for continued transformation, improved services, and better outcomes for the communities we serve.

### 3.4 WORKFORCE PLANNING

Local authorities are facing relentless workforce challenges, including recruitment, retention, staff sickness levels and more frequently industrial action. Whilst there have been longstanding recruitment challenges in some professions, local authorities are now struggling to fill posts in senior and front-line roles across the full spectrum of council services. Hybrid approaches to working are also becoming common practice, with staff working between the office and remotely. Whilst this is creating opportunities to work differently and potentially to attract a wider talent pool, it is undoubtedly creating some cultural challenges too.

The main workforce characteristics and issues for the Partnership and Performance Directorate include:

- A gender split of 71% female and 29% male;
- An ageing workforce - 50% of the workforce is over 50, with 27% over the age of 55 with potential retirement options available to them.
- 75% of staff within the portfolio work full time
- For 2024/25 the portfolio had a turnover rate of 13.72% and an absence lost time rate of 3.42%
- There continue to be numerous single points of dependency in small teams within a small workforce, with particular risks in a number of areas where recruitment is known to be challenging nationally.
- Recruitment difficulties continue to prevail, particularly in highly specialised professions including finance, procurement, legal and health and safety.
- There are ongoing critical skills gaps placing pressure on services and staff with an ongoing reliance on agency workers.
- The above issues combined with pressures to make ongoing budget savings are seeing ongoing and significant capacity issues.
- Current workforce design in some areas has limited flexibility and therefore needs further review in line with the Council's Target Operating Model.

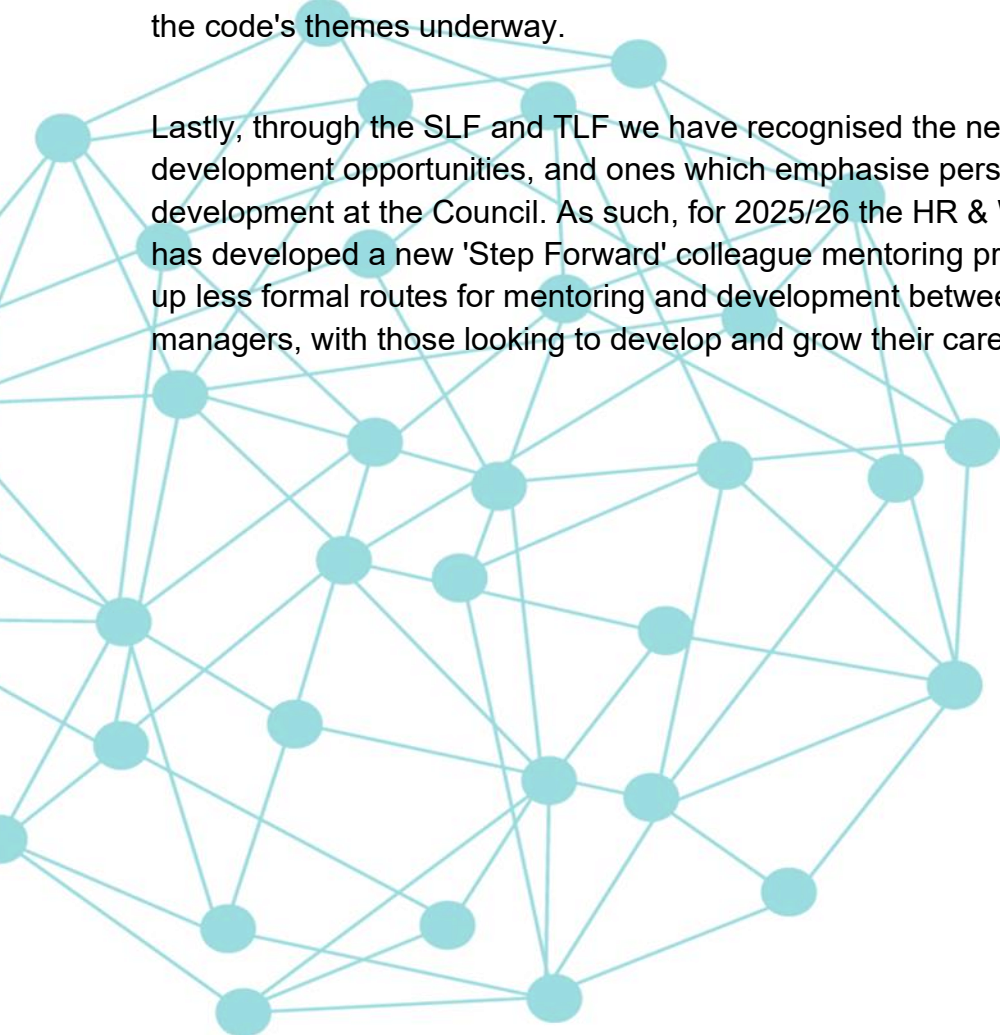
3.5 LEADERSHIP AND MANAGEMENT

Delivery of the Council’s transformation programme, and the ongoing management of Council services against a background of significant fiscal challenge, requires leaders both within Partnership and Performance, and Council wide, who have the skills and behaviours to meet our ambitions.

So as to meet this demand for a more creative, innovative and collaborative workforce, the Council is currently procuring a new leadership development programme, designed to be rolled out for aspiring senior leads. Wrapped around the principles of values-based leadership, the programmes will seek to draw on experiential learning and a relevancy to the 'Clacks context'. The programmes are currently undertaking market testing via a prior information notice, with a full tender exercise due in Q3 of 2025/26.

Sitting allied to this formal development route are the now well embedded SLF (Senior Leadership Forum) and TLF (Team Leaders Forum) groups. These regular face to face networking groups bring together leaders from across Council services to discuss, collaborate on, and contribute to key thematic work in the Council. For 2025/26 this has focussed on the Councils Local Code of Governance, with a full schedule of events around the code's themes underway.

Lastly, through the SLF and TLF we have recognised the need for further leadership development opportunities, and ones which emphasise personal and professional development at the Council. As such, for 2025/26 the HR & Workforce Development team has developed a new 'Step Forward' colleague mentoring programme, designed to open up less formal routes for mentoring and development between experienced and senior managers, with those looking to develop and grow their careers.



## 4 DELIVERY PLAN

Templates for business plans and performance reports are available in Pentana.

### Business Plan 2025-26

Service objective / priority

### Key Organisational Performance Results

Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
ALL FRD L&D	Instances of Fraud detected	0	0	1	0	0	Senior Manager Legal & Governance
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	4	3	2	1	0	Senior Manager Legal & Governance
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£3.70	£5.27	£5.52	Not yet reported	24/25 Scottish average (not yet reported)	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.2%	96.9%	95.9%	96.2%	24/25 Family Group median (not yet reported)	Senior Manager Finance & Revenues
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	13.57	14.02	14.90	12.99	12.00	Senior Manager HR & Workforce Development
RAG CRD 003	Invoice Payment Within 30 Days	89.9%	88.6%	92.2%	91.7%	24/25 Scottish average (not yet reported)	Team Leader; Senior Manager Finance & Revenues
RAP PMT 001	Crisis grant decisions within 1 day	96.7%	99.3%	98.5%	99.7%	99.7%	Senior Manager Revenues & Finance

Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
RAP PMT 002	Community care grant decisions within 15 days	95.8%	98.7%	99.5%	100.0%	100.0%	Senior Manager Revenues & Finance
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	59.8%	58.2%	50%	60.2%	51.1% (women in Scottish working age population)	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	2.1%	1.0%	0.1%	0.2%	0.0%	Senior Manager Partnership & Transformation

### Partnership & Performance: Financial Results

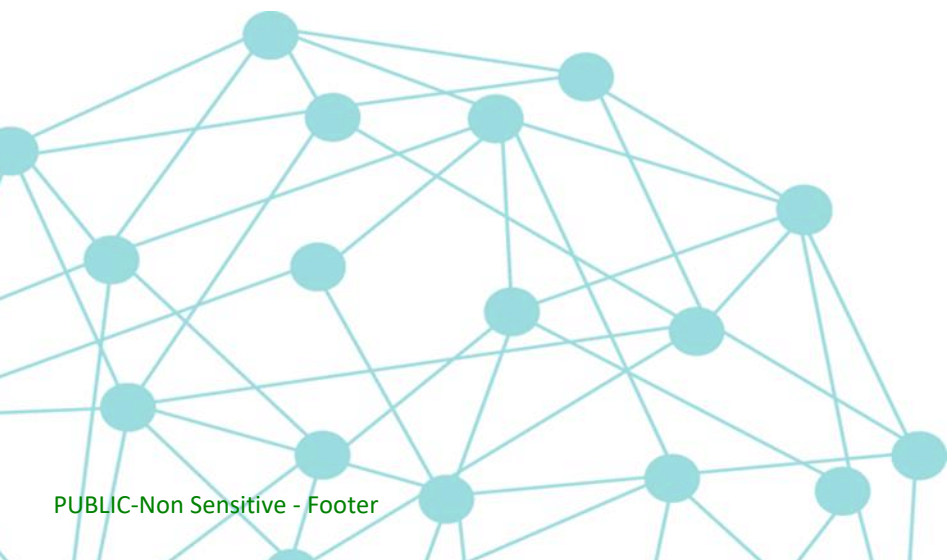
Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	83%	100%	43%	Not yet Reported	100%	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	-	(£294k)	£276k	Not yet Reported	0	Strategic Director - Partnership & Performance

### Partnership & Performance: Customer Results

Code	KPI	2021-22	2022-2023	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	17%	54%	27%	33%	0	Strategic Director - Partnership & Performance

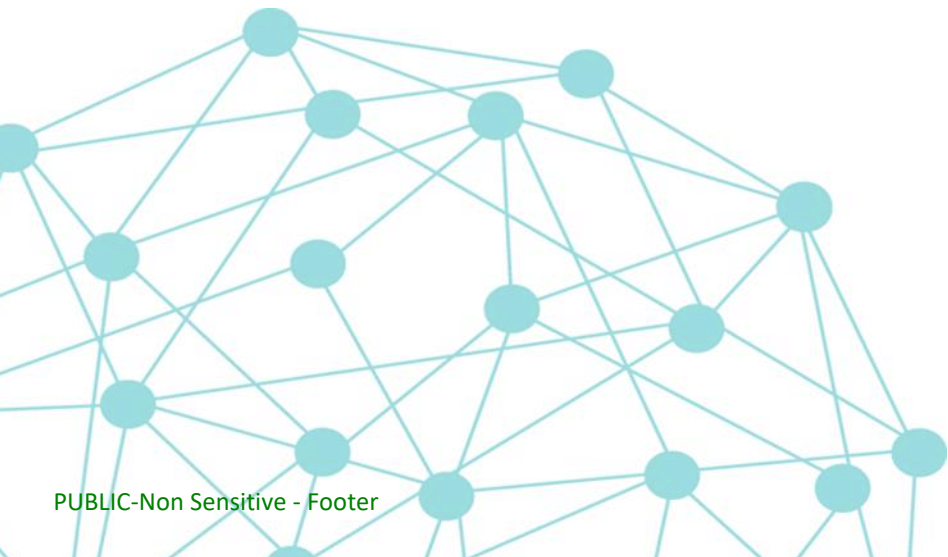


Code	KPI	2021-22	2022-2023	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	25%	33%	63.6%	67 %	100%	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	55%	62%	77.3%	66.66	100%	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	73%	88%	73.5%	74.8%	100%	Senior Manager Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	24%	50%	25%	83.33	100%	Strategic Director - Partnership & Performance
NEW	% calls answered by Contact Centre	-	79%	83%	85.5 %	100%	Senior Manager Partnership & Transformation
NEW	Average waiting times for calls to be answered (in minutes)	-	1.59	1.19	1.35	0	Senior Manager Partnership & Transformation



Partnership & Performance: People Results

Code	KPI	2021-22	2022-2023	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	24%	50%	52%	100%	100%	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.19	8.85	9.99	8.88	5.00	Strategic Director - Partnership & Performance



Code	ACTION	Impact	By When	Lead
New	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management, and a review of appropriate plans including our Major Emergencies Operational Plan (MEOPs).	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Sustainable Inclusive Growth	31-Mar-2026	Strategic Director - Partnership & Performance
New	Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar 2026	Senior Manager Partnership & Transformation
P&P 20 003	Continue to support consultation and engagement activities (budget and corporate strategies).	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	Senior Manager Partnership & Transformation
New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	Senior Manager Partnership & Transformation
P&P 20 013	Conclude the P&P Redesign, including implementation of immediate workforce plan priorities	Improve corporate governance Corporate risk mitigation	31-Mar-2026	Senior Manager Finance & Revenues Senior Manager Legal & Governance
	Approval of 2023/2024 and 2024/25 Annual Accounts	Enable meeting of statutory requirements Improve corporate governance	31-Mar-26	Senior Manager Finance & Revenues


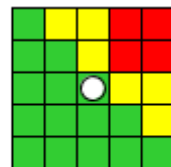
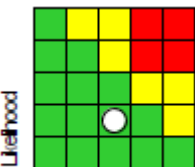
Code	ACTION	Impact	By When	Lead
	Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee	Enable meeting of statutory requirements Improve corporate governance	Ongoing	Strategic Director - Partnership & Performance
	Enable an approved balanced budget 2026/27	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	Senior Manager Finance & Revenues
New	Review, streamline and integrate Performance Management and Best Value approaches and delivery models.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2026	Senior Manager Partnership and Transformation
	Continue to deliver a focused programme of SLF and TLF sessions	Improved Governance Reduced risk of governance breach Improved Internal Audit Assurance	31 Mar 2026	Strategic Director – Partnership and Performance
	Workforce Planning Sessions to be undertaken with all Directorates to inform the Strategic Workforce Plan 2025-2028 and creation of Directorate Workforce Plans.	Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff	31-Mar-2026	Senior Manager – HR and Workforce Development
	Training in combating fraud and corruption for relevant officers	Increased identification of potential fraud and corruption	31-Mar-26	Senior Manager Legal & Governance]
	Undertake a refresh of the Council's Digital Strategy	Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce Collaborating and Innovating Locally	30-June- 26	Senior Manager Transformation and Capital

Code	ACTION	Impact	By When	Lead
NEW	Develop a timetable for review of all key governance documents which form part of our Local Code of Governance	Ensure policies and processes are fit for purpose to ensure robust decision making and greater scrutiny	31-Mar-26	Senior Manager, Legal & Governance
New	Complete Annual Governance Statement actions	The AGS explains how the Council has complied with the terms of the Local Code for the relevant financial year, and is part of the Councils annual audit process. Improvements to our AGS process have been implemented throughout 2025/26, with the AGS actions forming part of a consolidated corporate improvement action plan.	Annually	Senior Manager of Legal & Governance Senior Manager of Partnership and Transformation
NEW	Provide regular updates on the Council's Medium Term Financial Strategy (MTFS)	MTFS sets out how the Council intends to manage its finances through the medium term (5 years) Supports Financial Resilience Regular updates through Budget Strategy Report	Nov & March	Senior Manager Finance & Revenues
NEW	Deliver the Council's Strategic Workforce plan, ensuring that it is tied into and reflective of the Target Operating Model	Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff Improved ability to respond to changing demands	31-Mar-26	Senior Manager – HR & Workforce Development
NEW	Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy	Improved leadership resilience Upskilled leaders and managers More collaborative and innovative workforce	Nov 25	Senior Manager – HR & Workforce Development
NEW	Undertake preparations and ensure resourcing for any election	Where the Council is unable to deliver any election (which may include a bye election) then it would result in the following: - breach of its statutory requirements. - reputation damage (political discourse); - personal liability on the Returning Officer (currently the Chief Executive) in not delivering an election	Ongoing	Senior Manager of Legal & Governance


Code	ACTION	Impact	By When	Lead
NEW	Undertake a review of, and deliver on the Directorate's responsibilities under the UNCRC	Ensuring legal compliance	Ongoing	Strategic Director – Partnership and Performance
NEW	Conclude work on a review of the Council's policy and strategic landscape, identifying opportunities for rationalisation	As part of work on the Councils ecosystem for best value, and linked with improvement actions in the AGS and business planning process, mapping and alignment of the Councils strategic and policy landscape will be completed.	31-Mar-26	Senior Manager of Partnership and Transformation
NEW	Subject to the completion, roll out the Council's Complaint system which includes review of the Council's policies and procedures	This new system will implement an improved Complaints Recording system, ensure a consistent approach to handling complaints supported by clear policies and procedures which are accessible and clearly articulated.	31 Dec 25	Senior Manager of Legal & Governance Senior Manager of Partnership & Transformation
NEW	Deliver a new staff intranet in line with the Council's digital transformation aspirations	In line with the Councils digital transformation, a new employee intranet will be delivered replacing Connect. This will make use of the latest technology available, but the content will also be shaped by employees through engagement ensuring that staff have access to the information to help them do their jobs and that key information is effectively communicated.	31 March 26	Senior Manager of Partnership & Transformation
NEW	Complete a programme to refresh ICT policies	Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance	Ongoing	Senior Manager of Partnership & Transformation
NEW	Deliver on the outputs of the Communications and Engagement strategy transformation programme.	Transform the Council's approach to internal and external engagement and participation (including but not exclusively the Be the Future programme) Develop a transformed capacity and approach re engagement and participation.	31-Mar-26	Senior Manager Transformation and Capital Senior Manager of Partnership & Transformation

Code	ACTION	Impact	By When	Lead
NEW	Implement the 25/26 Risk Strategy Delivery Plan	Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance	31 Mar 26	Senior Manager of Partnership & Transformation
New	Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.	Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce Collaborating and Innovating Locally	31 Mar 26	Senior Manager Transformation and Capital
New	Implement further M365 functionality including delivery of SharePoint and One Drive.	Improved Service Delivery Smarter Use of Data Investing in People and Infrastructure Empowered and Skilled Workforce	31 Mar 26	Senior Manager of Partnership & Transformation
New	Strengthening of the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements.	Collaboration, innovation and partnership working Improving outcomes for Clackmannanshire Improved service delivery	31 Mar 26	Senior Manager of Partnership & Transformation


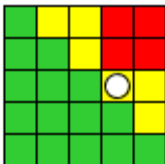
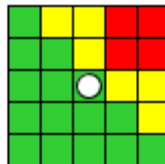
## Business Plan Appendix - Service Risk Register


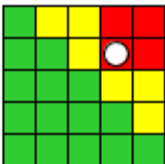
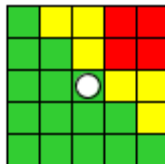
ID & Title	P&P SRR 001	Catastrophic Business interruption	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.						<div> Likelihood Impact</div> <div> Likelihood Impact</div>			
Related Actions	New	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management, and a review of appropriate plans including our Major Emergencies Operational Plan (MEOPs). Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.  Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties.	Internal Controls	Business Continuity Plans MEOPs Incident coordination structures and systems Emergency Response Plans ICT Policies						
New										
New										
Latest Note	Concurrent risks from supply chain and labour issues, , adverse weather, geopolitical events, cyber threats or major power outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans, response and recovery arrangements as well as testing and debrief activity continues. There is also significant effort being placed on upgrading systems and infrastructure to mitigate or minimise cyber threats. A review of relevant plans is also underway with partners, and a programme of testing and exercising is being taking forward through established structures. The RRP and LRP structures continue to provide the systems by which coordination of response and recovery to an incident is managed. A refreshed programme of resilience training is underway or scheduled including on business continuity management and incident management.									




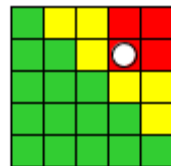
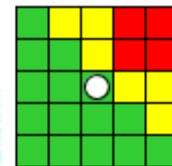
ID & Title	P&P SRR 003	Ineffective community engagement	Status		Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.						<div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Lifehood</div><div>Impact</div></div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Lifehood</div><div>Impact</div></div></div></div>			
Related Actions	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	Internal Controls	Customer Consultation & Engagement						
				Community Learning & Development Strategy						
	New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.		Mainstreaming Equality & Diversity and EQIA Process						
	New	Deliver on the outputs of the Communications and Engagement strategy transformation programme.		Customer Charter						
	New	Subject to the completion, roll out the Council’s Complaint system which includes review of the Council’s policies and procedures		Community Asset Transfer Guidance						
		Strengthening of the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements.		Unacceptable Behaviour Policy						
		Undertake a refresh of the Council’s Digital Strategy		Complaints Handling Policy						
		Undertake a review of, and deliver on the Directorate’s responsibilities under the UNCRC		Customer Contact Policy						
				Local Outcomes Improvement Plan 2024/34						
				Communications Engagement and Participation Strategy						
				Communications Strategy						
Latest Note	P&P resources for this area of work are modest and delivery or implementation requires a multi-service, and partnership led approach. Implementation of agreed approaches and policies with guidance and support is key to mitigating risks. The communication and engagement transformation project will provide a renewed focus to ensure that the Council communicates and engages effectively with residents and communities, particularly in support of the Councils Be the Future programme and new services delivered through the digital transformation programme. This is particularly important where barriers to good communication exist, so work will be taken forward to									


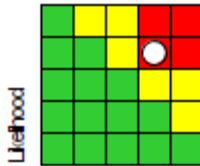
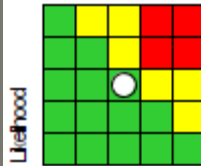
ensure that the Council is compliant with the Equality Act 2010 and the United Nations Convention on the rights of the child. A revised approach to complaints handling will ensure that communication and engagement with customers can be resolved as quickly as possible.

ID & Title	P&P SRR 004	Poor Staff engagement	Status		Managed By	Senior Manager HR & Workforce Development	Current Rating	12	Target Rating	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to embed our values and achieve our vision. May also result in workforce gaps as a result of difficulties with recruitment and retention leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.						<div><div> Likelihood</div><div>Impact</div></div> <div><div> Likelihood</div><div>Impact</div></div>			
Related Actions			Internal Controls	Staff Survey						
	P&P 20 010	Undertake Staff Survey		Strategic Workforce Plan						
	New	Deliver a new staff intranet in line with the Council’s digital transformation aspirations								
	New	Deliver on the outputs of the Communications and Engagement strategy transformation programme.		Communication and Engagement Strategy and internal communications approaches.						
Latest Note	Recent experience has shown a decline in engagement with the Council’s staff survey, which suggests that survey fatigue may be impacting on our engagement levels. As agreed by A&S Committee, a year pause on the annual survey has been agreed whilst alternative staff engagement methods are scoped. The revised communications strategy and transformation project will also provide a renewed focus on improving internal communications approaches and channels.									

ID & Title	P&P SRR 006	Labour Shortages lead to Governance Failure	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	There is a risk that the labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.						<div><div> Impact</div><div> Impact</div></div>			
Related Actions	New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.	Internal Controls	Internal Audit Programme						
	P&P 20 012	Embed new Health & Safety Management System		External Audit Assurance & Improvement Plan						
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts		Annual Governance Statement						
				Whistleblowing Policy						
	New	Review, streamline and integrate Performance Management and Best Value approaches and delivery models.								

	New				
	P&P 21 007	Procurement Strategy Review			
	P&P 21 014	Financial Regulations Review			
	New	Continue to deliver a focused programme of SLF and TLF sessions			
	New	Complete Annual Governance Statement actions			
	New	Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy			
	New	Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee			
	New	Develop a timetable for review of all key governance documents which form part of our Local Code of Governance			
<b>Latest Note</b>	Staff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capacity remains variable across the directorate, and therefore this risk will require ongoing significant focus to mitigate where possible risks of non compliance. We have developed a workforce plan to identify and address a number of key areas of concern and a number of actions are focussed on improving compliance with governance within the Directorate and across the Council.				

ID & Title	P&P SRR 007	Financial Resilience	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including the cost of living crisis, high inflation, financial constraint and climate change.						<div><div><div>Likelihood</div><div></div><div>Impact</div></div><div><div>Likelihood</div><div></div><div>Impact</div></div></div>			
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2026/2027	Internal Controls	Budget Strategy & Monitoring						
	P&P 21 015	Contract Standing Orders Review		Financial Regulations						
				Medium Term Financial Strategy						
	Achieve savings for 2025/2026			Procurement Strategy						
	Regular Updates on Medium Term Financial Strategy									
Latest Note	Ongoing geopolitical events in Eastern Europe and the Middle East, previous high inflation, reduction in Government funding, increased Government priorities and cost of living crisis continue to impact on costs to the Council, it is also impacting on our communities, which in turn is increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term.									

ID & Title	P&P SRR 008	Failure to deliver Digital Transformation	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	The aftermath of the pandemic and increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.						 Likelihood Impact		 Likelihood Impact	
Related Actions	New	Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.	Internal Controls	Digital Strategy						
	New	Undertake a refresh of the Council’s Digital Strategy		ICT Policies						
	New	Complete a programme to refresh ICT policies		Be the Future (and programme governance)						
	New	Further roll out of M365 functionality including Sharepoint								
Latest Note	The Council continues to make significant investment in digital infrastructure, including in M365 digital and decommissioning or aged systems. This work will continue at pace over the next 3 to 5 years to meet citizen demand and to sufficiently realise benefits. A number of actions provide a renewed focus on optimising the potential from M365 and other new systems within the digital transformation programme. A focus on ensure that technology and systems are robust and secure remains relevant against a context of rapid changes in technology and use of artificial intelligence.									

