**CLACKMANNANSHIRE COUNCIL**

**Report to Scrutiny Committee**

**Date of Meeting: 24 August 2017**

**Subject:  Strategy & Customer Services Business Plan 2017/18**

**Report by: Head of Strategy & Customer Services**

### 1.0    Purpose

1.1.    This report presents the Strategy & Customer Services Business Plan for 2017/86 to Scrutiny Committee for consideration.

### 2.0    Recommendations

2.1.    It is recommended that Committee notes the report, commenting and challenging as appropriate.

2.2.    It is recommended that Committee approve the Performance Measures for scrutiny purposes over the next 12 months.

### 3.0    Considerations

3.1.    The Business Plan sets out the objectives and aims of the service (see Appendix A).   It is aligned with corporate priorities, Single Outcome Agreement and developing Local Outcome Improvement Plan.

3.2.    The Business Plan has been developed using a wide range of sources, for example, customer insight, performance results and self assessment, including a governance self assessment validated via peer review.

3.3.    Its format follows corporate guidance and good practice, and is set out in 4 distinct sections:  service overview, key issues, approaches and delivery plan. The delivery plan contains detail of the actions we will take to improve performance, the performance measure we will use to gauge progress against stated outcomes, and the risks we believe, should they materialise, may affect our ability to deliver services and intended performance outcomes.

3.4.    Once finalised, the Business Plan will be available all to stakeholders through Clacksweb.   It has been translated into operational plans for the 3 main business units within Strategy and Customer Services, and in turn into team plans.  These will form the basis for staff PRDs, ensuring that staff objectives and learning and development plans are firmly based in a shared vision and priority outcomes.

3.5. The Business Plan will be delivered within the budget approved for Strategy & Customer Services at the Special Council meeting on 29 March 2017. As such, there are no direct financial implications arising from this report.

## 4.0 Conclusions

4.1. The Business Plan sets out the objectives and aims of Strategy & Customer Services for the year 2017/18. It will be translated into individual objectives and learning plans through the PRD process, so that all staff are working towards the delivery of the Council's stated priority outcomes within Making Clackmannanshire Better.

## 5.0 Sustainability Implications

5.1. There are no direct sustainability implications associated with this report.

## 6.0 Resource Implications

*6.1. Financial Details*

6.2. 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 ☑

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

*6.4. Staffing*

6.5. There are no direct staffing implications associated with this report.

## 7.0 Exempt Reports

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

## 8.0 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 | ☐ |
| Our communities are more cohesive and inclusive | ☐ |
| People are better skilled, trained and ready for learning and employment | ☐ |
| Our communities are safer | ☐ |
| Vulnerable people and families are supported | ☑ |
| Substance misuse and its effects are reduced | ☐ |
| Health is improving and health inequalities are reducing | ☐ |
| The environment is protected and enhanced for all | ☐ |

320

The Council is effective, efficient and recognised for excellence     ☑

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

## 9.0   Equalities Impact

9.1    Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☑       No ☐

## 10.0   Legality

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

## 11.0   Appendices

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

    Appendix A - Strategy & Customer Services Business Plan 2015/16

## 12.0   Background Papers

12.1    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 ☐

    **Corporate Plan 2013 - 2017 and Single Outcome Agreement (SOA)**

**Author(s)**

| NAME | DESIGNATION | TEL NO / EXTENSION |
|---|---|---|
| Stuart Crickmar | Head of Strategy & Customer Services | 2127 |

**Approved by**

| NAME | DESIGNATION | SIGNATURE |
|---|---|---|
| Stuart Crickmar | Head of Strategy & Customer Services | |
| Elaine McPherson | Chief Executive | |

# Strategy & Customer Services
# Business Plan 2015-16



Clackmannanshire
Council

www.clacksweb.org.uk

## 1   SERVICE OVERVIEW

**Purpose**

Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific.

Its main objectives are to:

- support the strategic positioning of the Council by:
  - developing and supporting effective strategic partnerships through the mechanism of community planning;
  - promoting strategic policy cohesion within the Council;
  - enhancing the strategic capacity of the Council.

- enhance corporate performance and service delivery by:
  - providing effective internal services including business support, communications, research, performance and strategy development.

- deliver excellent services in local communities by:
  - providing effective external customer services through a range of access points including leisure, libraries, local offices, registrars, contact centre and Clacksweb;
  - providing opportunities for community development;
  - co-ordinating the organisation's response to major incidents and emergencies.

**SERVICE STRUCTURE**
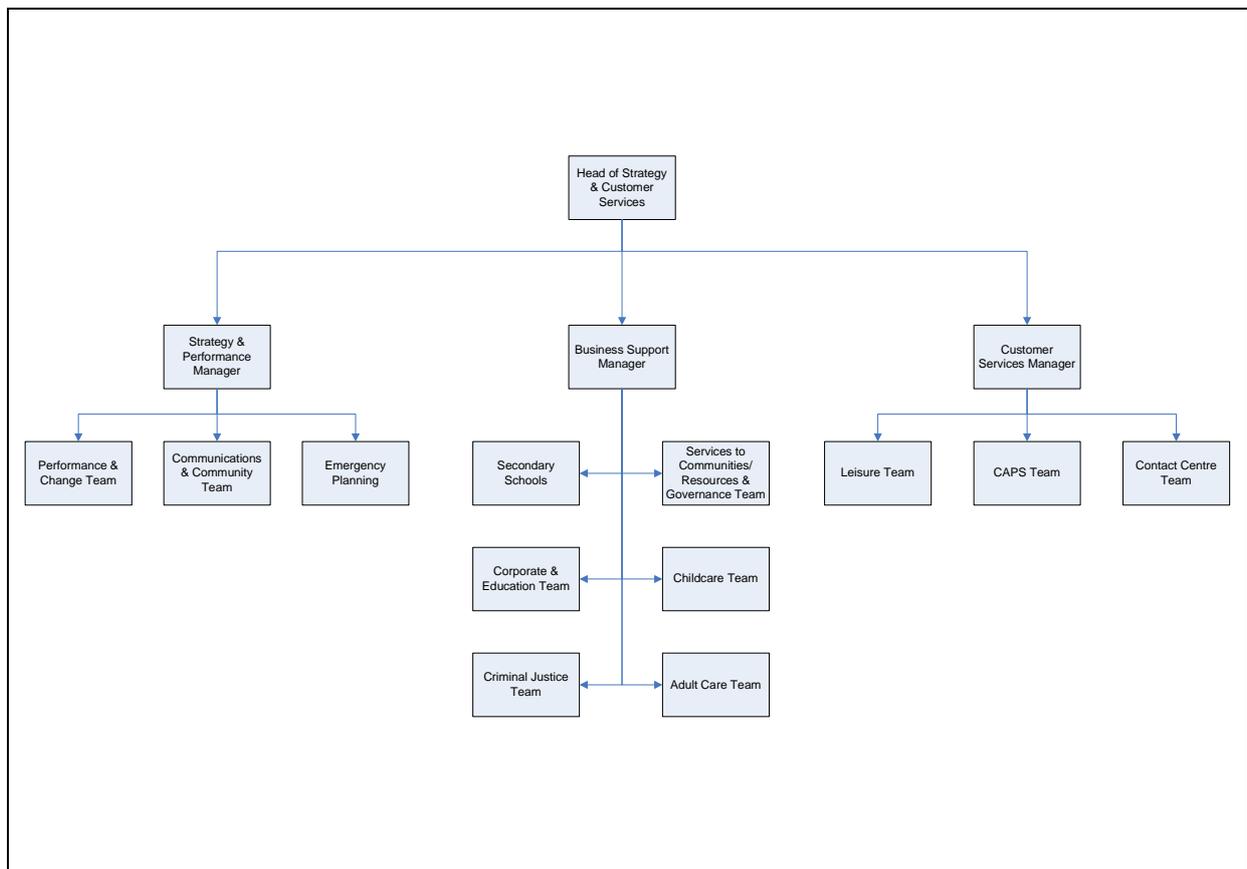
**KEY SERVICE STRATEGIES AND POLICIES REVIEW SCHEDULE**

Strategy and Customer Services has responsibility for the following strategies and policy documents:

| Strategy or Policy | Approved or last reviewed | Date for next review |
|---|---|---|
| Single Outcome Agreement/Local Outcomes Improvement Plan and Locality Plans | 2013 | Under review – due Oct 2017 |
| Corporate Plan | 2012 | 2017 |
| Working Together for Clackmannanshire: A Community Plan | 2010 | 2020 |
| Community Justice Outcomes Plan | 2017 | March 2018 |
| Gaelic Language Plan for Clackmannanshire | 2015 | 2020 |
| Mainstreaming Equalities Report and Outcomes for Clackmannanshire | 2017 | 2019 |
| Clackmannanshire Council Equal Pay Statement Policy | 2017 | 2021 |
| Corporate Communications and Marketing Strategy | 2013 | 2017 |
| Risk Management Policy | 2015 | 2018 |
| Major emergencies operational procedures Civil Contingencies Guidance | 2016 | 2018 |
| Business Planning Guidance | 2017 | 2019 |
| Consultation Guidance and Toolkit | 2014 | 2019 |
| ALEOS Guidance and Toolkit | 2014 | 2019 |
| Social Networking Policy | 2016 | 2019 |
| Information, Library & Learning Strategy | 2013-2017 | 2018 |
| Customer Services Strategy | 2013 | 2018 |
| Customer Charter | 2011 | 2017 |
| Council Complaints Handling Procedure (CHP) | 2017 | 2018 |
| Unacceptable Behaviour Policy | 2015 | 2018 |

## 2  KEY ISSUES FOR THE SERVICE

The Council is a multi-million pound business which delivers a wide range of services for communities across Clackmannanshire. Clackmannanshire is a growing area where there are many opportunities.

The contexts which the Council operates in are ever-changing: the Council of today is not the same as the Council of five years ago and the Council in five years time will be significantly different to how it is today.

As contexts change, the Council must change with them to make sure that it is doing everything it can to improve people's quality of life and to make Clackmannanshire a better place.

Changes in public sector funding have been a key issue facing local councils for a number of years and will continue to impact on what councils do and how they do it. While financial times are tough, it is important to remember that the Council still has a total budget of around £130m and to focus on providing the best services we can with that very significant resource.

Balancing the financial challenges, there are also opportunities for real improvement if the Council and its partners work in a more integrated way and pool their resources better. Similarly, changes in legislation are making it easier for communities to become more involved in service delivery.

**Making Clackmannanshire Better**

Given the Council's contexts, it is crucial that we get maximum benefit from all our available resources. This means our approach needs to:

- focus on clear priorities and target resources to greatest effect

    - focus on statutory requirements and fewer priority discretionary services
    - target resources
    - focus on prevention and early intervention

- transform services so that they best meet user needs, which may mean having different models of delivery and doing things in different ways

    - make services responsive to communities
    - focus on integration and take a corporate approach to all customers
    - support communities that want to provide services and make a contribution to achieving our outcomes

- be as efficient and effective as possible in everything that we do and make the best use of our substantial assets

    - get things right first time and do things once
    - make the best use of resources and assets
    - use digital solutions

- make sure that we collect all income owed to us, have an appropriate approach to charging for services and get better value for the money we spend on goods and services

  - optimise the use of charges for services and collect everything that is owed to us
  - ensure any subsidies are prioritised and transparent
  - make sure we get value for money for the goods and services we buy

This approach, Making Clackmannanshire Better, is how the Council needs to do things so that it can have a sustainable cost base going forward, sustainable service delivery and, most importantly, achieve the following outcomes which are shared with its community planning partners:

- Clackmannanshire has a positive image and attracts business and people
- Communities are more inclusive and cohesive
- People are better skilled, trained and ready for learning and employment
- Communities feel, and are, safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving
- Our environment is protected and enhanced
- Public services are improving

## 3  APPROACHES

Strategy & Customer Services fulfils a number of service roles, some of which are internal support functions, though most of our customer transactions are external to the organisation.  This includes working with the community and third sector, working with other community planning partners or fulfilling hundreds of requests for service on a daily basis, whether in leisure, libraries, registrars or at community access points or the contact centre.

In line with the Council's need to realise managed contraction, the number of people working in the Service is reducing year on year, at a time when demands are increasing.  Squaring this circle is increasingly challenging; it can be done, though it will require us to work ever more collaboratively across the Council and with our partners, adopting all of the Making Clackmannanshire Better outlined above.

In March 2017, of necessity, the Council approved what will be undoubtedly a challenging budget for all our stakeholders.  This included an approximate 4.7% financial reduction for our service, which will have most impact on areas we are not required to deliver by law.

Whilst our broad risk profile remains unchanged, a number of risks have become more acute as a result of change in our wider operating environment.  Our reducing workforce remains skewed towards a 50+ age profile; 41.4% are over the age of 50. As our workforce reduces, our skills and knowledge base, essential for high quality public service, is increasingly under pressure, at the same time as service demands are changing significantly in some areas, for example, community learning and development capabilities needed to respond to the Community Empowerment Act.

A continued focus on our customers, and providing excellent customer service, will therefore remain key components of our service transformation, ensuring we have

the right people, with the right skills in the right places to maintain the capability to deliver vital services to required standards. Detailed workforce planning combined with effective communication, staff flexibility and sound learning and development will be essential components of transformation.

Reducing resources also means that we need to continue to be ever more efficient; taking a holistic, collaborative view of public services. Collaborative working requires new ways of thinking and approaching how we work. Getting our service offering right first time will require staff to focus on outcomes, taking full ownership of a customer's needs, thinking preventatively and far beyond traditional service boundaries that, more often than not, inhibit good customer service.

As well as capacity, communication is a significant factor and a priority for the service. Transforming our services will mean that we will need to continue to engage communities, customers, partners, employees, trades unions and others in constructive and perhaps, at times, difficult dialogue. This will require the adoption of systematic and consistent methods of communication across the service.

In practical terms our collective endeavours will focus on:

- Improving the customer experience of our services by understanding and living by the Council's Customer Charter;
- Engaging with staff and recognising and rewarding good customer service and ingenuity in improving customer's experience of our services.
- Communicating effectively with staff, providing clarity on the Council's transformation programme and workforce plan;
- Employee learning and development, with particular emphasis on customer service, efficiency, strong leadership and governance and health and safety;

The delivery plan in section 4 aims to set out the key actions Strategy & Customer Services will take over the coming year to address our context through making a full contribution to Making Clackmannanshire Better. Every team and individual member of staff will contribute to its delivery. These contributions, and the support and learning and development required to support staff, will be discussed and agreed in team meetings, PRD and regular supervision meetings for all staff.

## 4   DELIVERY PLAN

# *Making Clackmannanshire Better*

## Strategy & Customer Services Business Plan 2017-18

### MCB1 Having Clear Policy Priorities

| Code | Description | 2014/15 Value | 2015/16 Value | 2016/17 Value | 2017/18 Target | Lead |
|---|---|---|---|---|---|---|
| SAP CL1 006 | Local residents who feel Clackmannanshire has strong sense of community | 58% | 60% | 49% | 70% | Cherie Jarvie |
| SAP CL1 007 | Local residents who feel that they should be consulted more on how local services are delivered | 44% | 40% | 49% | 35% | Cherie Jarvie |
| SAP CL1 027 | Local residents who state that they feel public agencies work well together in Clackmannanshire | 42% | 42% | 34% | 55% | Cherie Jarvie |
| SAP CL1 030 | Overall satisfaction with opportunities for participating in local decision making | 35% | 39% | 30% | 45% | Cherie Jarvie |

| Covalent Code | ACTION | Impact | By When | Lead |
|---|---|---|---|---|
| SCS 17 01 | Support the Provost to plan & deliver a sustainable programme of civic events in 2017/18 within approved budget | Increase in strong sense of community | 31-Mar-2018 | Alison Bryce |
| SCS 17 02 | Provide support for the Local Government election May 2017 and delivery of Elected Member Induction Programme and Training, and the General Election, June 2017 | Increased efficiency | 31-Aug-2017 | Alison Bryce |
| SCS 17 03 | Support consultations on major priorities:<br>. explaining MCB transformations to stakeholders<br>. budget . significant corporate strategies | Improved service delivery and efficiencies<br>Increase in community satisfaction Clacks 1000<br>More integrated local public services<br>Reductions in operating costs Demonstrate Best Value | 31-Mar-2018 | Cherie Jarvie |
| SCS 17 04 | Implement Community Justice Transition arrangements including a new 3 year plan for Community Justice in Clackmannanshire. | Improved service delivery and efficiencies<br>More integrated local public services | 31-Mar-2018 | Cherie Jarvie |
| SCS 17 05 | Develop new Corporate Communications Strategy to support | Improved service delivery and efficiencies | 31-Mar-2018 | Cherie Jarvie |

| Code | Action | Impact | By When | Lead |
|------|--------|--------|---------|------|
| | transitional priorities | | | |
| SCS 17 06 | Develop and publish a Local Outcomes Improvement Plan (LOIP) for Clackmannanshire and Locality Plans for Clackmannanshire in line with the CEA Act. | Increase in strong sense of community<br>Residents are involved in decision-making<br>Improved service delivery and efficiencies<br>More integrated local public services | 01-Oct-2017 | Cherie Jarvie |
| SCS 17 07 | Revise the Gaelic Language Plan for Clackmannanshire. | Increase in strong sense of community | 31-Mar-2019 | Cherie Jarvie |
| SCS 17 08 | Following appointment of a new Administration, support the development of a corporate plan | Improved service delivery and efficiencies<br>More integrated local public services<br>Reductions in operating costs<br>Demonstrate Best Value | 01-Oct-2017 | Stuart Crickmar |
| SCS 17 09 | Report annual reviews as part of corporate Public Performance Reporting Framework new Corporate Plan | Improved governance Improved reputation internally and externally | 28-Feb-2018 | Cherie Jarvie |

| Code | Sub-Action | Impact | By When | Lead |
|------|-----------|--------|---------|------|
| SCS 17 09-01 | SOA | Improved governance<br>Improved reputation internally and externally | 31-Dec-2017 | Cherie Jarvie |
| SCS 17 09-02 | Local Government Benchmarking Framework | Improved governance<br>Improved reputation internally and externally | 28-Feb-2018 | Cherie Jarvie |

| Covalent Code | ACTION | Impact | By When | Lead |
|---------------|--------|--------|---------|------|
| SCS 17 10 | Develop a strategic position statement for Leisure, in partnership with Education Services | Improved service delivery and efficiencies<br>More integrated local public services | 31-Oct-2017 | Brian Forbes |

## MCB2 Increasing Income & Savings

| Code | Description | 2014/15 Value | 2015/16 Value | 2016/17 Value | 2017/18 Target | Lead |
|---|---|---|---|---|---|---|
| BUS AB1 GOV | Average FTE Days Sickness Absence (Business Support) | 8.83 | 12.54 | 11.53 | 9 | Alison Bryce |
| CUS AB1 GOV | Average FTE Days Sickness Absence (Customer Services) | 18.13 | 11.22 | 11.33 | 9 | Brian Forbes |
| SAP AB1 GOV | Average FTE Days Sickness Absence (Strategy & Performance) | 8.93 | 3.88 | 12.34 | 9 | Cherie Jarvie |
| SCS AB1 GOV | Average FTE Days Sickness Absence (Strategy & Customer Services) | 11.3 | 10.62 | 11.59 | 9 | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Training Login 18 |
| SCS SCS BUD | Budget savings (£000) | 310.00 | 220.00 | 898.0 | 266.00 | Alison Bryce; Brian Forbes; Cherie Jarvie |

| Covalent Code | ACTION | Impact | By When | Lead |
|---|---|---|---|---|
| SCS 17 11 | Ensure robust deployment of approved Leisure price increases as agreed by Council so that principles of full cost recovery and transparency of any subsidies are upheld | Increased efficiency Increased sustainability Improved governance | 31-Mar-2018 | Brian Forbes |
| SCS 17 12 | Increase income levels from Scottish Certificates replacement certificate service | Increased efficiency Increased income | 31-Mar-2018 | Brian Forbes |

## MCB3 Making Efficiencies

| Code | Description | 2014/15 Value | 2015/16 Value | 2016/17 Value | 2017/18 Target | Lead |
|---|---|---|---|---|---|---|
| SCS FOI GOV | % FOI enquiries responded to within timescale - Strategy & Customer Services | 97.1% | 90.6% | 93.3% | 100.0% | Brian Forbes |
| BUS BUS 002 | Customer satisfaction with overall experience of Business Support | 100.0% | 99.7% | 100.0% | 100.0% | Alison Bryce |
| CUS CAP 001 | Satisfaction with overall experience of Community Access Points | 98.5% | 98.7% | 99.1% | 100.0% | Brian Forbes |
| CUS CTC 003 | Satisfaction with overall experience of the Contact Centre | 89.8% | 97.6% | 96.7% | 100.0% | Brian Forbes |
| CUS LIB 008 | Total number of visits to libraries/local offices | 304,826 | 327,683 | 302,730 | 305,000 | Brian Forbes |
| CUS REG 001 | Customer satisfaction with overall experience of the Registrars Service | 97.0% | 100.0% | 97.1% | 100.0% | Brian Forbes |
| SAP CL1 016 | Local residents who state that they have had good experience of Library Services in the last year | 94% | 95% | 92% | 96% | Brian Forbes |
| SAP CL1 032 | % of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them | 41.0% | 44.0% | 33.0% | 50.0% | Cherie Jarvie; Karen Payton |
| SAP CL1 033 | % of residents who are satisfied with the information that the Council provides on performance | 40% | 44% | 30% | 60% | Cherie Jarvie |
| SAP SHS LEI | The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with leisure facilities (3 year rolling average, LGBF Code: C&L5) | 74.7% | 77.3% | Due Nov17 | 80.0% | Brian Forbes |
| SAP SHS LIB | The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with libraries (3 year rolling average, LGBF Code: C&L6) | 79.0% | 85.0% | Due Nov 17 | 85.0% | Brian Forbes |
| SCS C01 CUS | Number of formal complaints received by Strategy & Customer Services | 12 | 17 | 18 | 16 | Brian Forbes |
| SCS C03 CUS | % formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld | 92% | 76.5% | 56.2% | 50.0% | Brian Forbes |
| SCS C10 CUS | Percentage of formal complaints closed within timescale during period - Strategy & Customer Services | 75.0% | 94.1% | 93.8% | 100% | Brian Forbes |
| SCS CNQ BUS | % of Councillor Enquiries dealt with by Strategy & Customer Services within timescale | 72.6% | 100.0% | 50.0% | 100.0% | Stuart Crickmar; Training Login 18 |
| SCS MPQ BUS | Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale | 55.5% | 75.0% | 100.0% | 100.0% | Alison Bryce; Stuart Crickmar; Training Login 18 |

| Covalent Code | ACTION | Impact | By When | Lead |
|---|---|---|---|---|

| SCS 17 14 | Strategy & Customer Services will demonstrate high standards of people management | Improved SCS staff satisfaction<br>More SCS staff say communications is good<br>More SCS staff say they receive a PRD and regular, useful feedback from their manager | 31-Mar-2018 | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie |
|---|---|---|---|---|

| Code | Sub-Action | Impact | By When | Lead |
|---|---|---|---|---|
| SCS 17 14-01 | Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities | Improved SCS staff satisfaction More SCS staff say communications is good | 31-Aug-2017 | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie |
| SCS 17 14-02 | Sample assess 10% PRDs to ensure all are done and high standards are maintained | Improved SCS staff satisfaction<br>More SCS staff say communications is good<br>More SCS staff say they receive a PRD and regular, useful feedback from their manager | 31-Aug-2017 | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie |

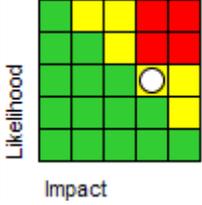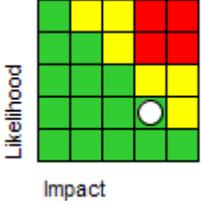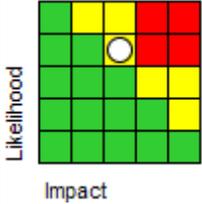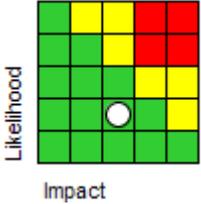| Covalent Code | ACTION | Impact | By When | Lead |
|---|---|---|---|---|
| SCS 17 15 | Ensure that Strategy & Customer Services operates to very highest standards of Governance | Improved staff satisfaction<br>Improved governance | 31-Mar-2018 | Alison Bryce; Brian Forbes; Cherie Jarvie |

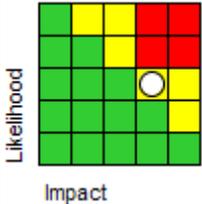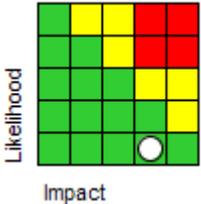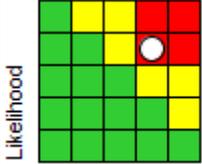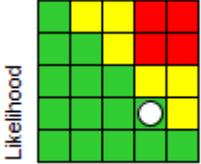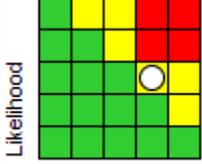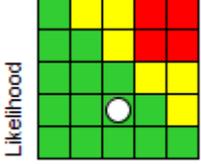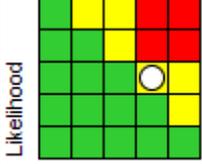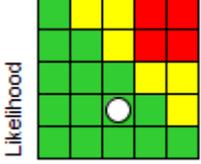| Code | Sub-Action | Impact | By When | Lead |
|---|---|---|---|---|
| SCS 17 15-01 | Complete review of service information and implement records management plan, including corporate file retention schedule, data security and anti-fraud processes & improve staff awareness & development | Improved staff satisfaction<br>Improved governance | 31-Oct-2017 | Alison Bryce; Brian Forbes; Cherie Jarvie |
| SCS 17 15-02 | Review and implement workforce plan as part of wider corporate arrangements | Improved staff satisfaction<br>Improved governance | 31-Dec--2017 | Alison Bryce; Brian Forbes; Cherie Jarvie |
| SCS 17 15-03 | Ensure full deployment of H&S policy and procedures | Improved staff satisfaction<br>Improved governance | 31-Mar-2018 | Alison Bryce; Brian Forbes; Cherie Jarvie |
| SCS 17 15-04 | Implement agreed Mainstream Report for Equalities Outcome actions | Improved staff satisfaction<br>Improved governance | 31-Mar-2018 | Cherie Jarvie |
| SCS 17 15-05 | Ensure implementation and organisational deployment of the key elements of the Community Empowerment (Scotland) Act including:<br>- Asset Transfer<br>- Participation Requests | Improved staff satisfaction<br>Improved governance | 31-Oct-2017 | Cherie Jarvie |

| Code | Sub-Action | Impact | By When | Lead |
|---|---|---|---|---|
| SCS 17 15-06 | Provide corporate programme support for change | Improved staff satisfaction<br>Improved governance | 31-Mar-2018 | Cherie Jarvie |
| SCS 17 15-07 | Ensure deployment of the corporate CONTEST delivery plan | Improved community satisfaction - Clacks 1000<br>Improved governance | 31-Mar-2018 | Stuart Crickmar |
| SCS 17 15-08 | Ensure deployment of the corporate Serious Organised Crime delivery plan | Improved community satisfaction - Clacks 1000<br>Improved governance | 31-Mar-2018 | Stuart Crickmar |
| SCS 17 15-09 | Ensure all staff have completed a refresh e-learning course on the Council's Customer Charter to ensure full deployment of the vision and objectives | Improved customer satisfaction<br>Improved community satisfaction - Clacks 1000<br>Improved governance<br>Increased efficiency | 31-Oct- 2017 | Stuart Crickmar |

## MCB4 Transforming Services

| Covalent Code | ACTION | Impact | By When | Lead |
|---|---|---|---|---|
| SCS 17 16 | Project manage approved Year 1 hubs programme as per Community Investment Programme | Improved service delivery and efficiencies.<br>Increase in community satisfaction.<br>More integrated local public services | 31-Mar-2018 | Stuart Crickmar |
| SCS 17 17 | Support completion Clackmannan Regeneration Grant project | Improved service delivery and efficiencies.<br>Increase in community satisfaction.<br>More integrated local public services<br>Reductions in operating costs | 31-Mar-2018 | Stuart Crickmar |
| SCS 17 18 | Project manage approved review of 3rd sector commissioning to ensure alignment with LOIP | Improved service delivery and efficiencies.<br>Increase in community satisfaction.<br>More integrated local public services | 31-Dec-2017 | Stuart Crickmar |
| SCS 17 19 | Transform arrangements for storage and presentation of Council Archives & Local Collections in Lesser Speirs Hall | Improved service delivery and efficiencies.<br>Increase in community satisfaction.<br>More integrated local public services | 31-Dec-2017 | Brian Forbes |

## Service Risk Register 2017-18

| RISK | SCS SRR 001 | Corporate governance requirements not adhered to | Status | ⚠ | Current Rating | 12 | Target Rating | 8 |
|---|---|---|---|---|---|---|---|---|
| **Managed By** | Alison Bryce; Brian Forbes; Cherie Jarvie | | | | | | | |
| **Potential Effect** | Reputational damage; loss of confidence, legal action | | | | | | | |
| **Related Actions** | SCS 17 15 | Ensure that Strategy & Customer Services operates to very highest standards of Governance | **Internal Controls** | | Governance Strategy | | | |
| | | | | | Staff induction and development | | | |

| RISK | SCS SRR 002 | Community engagement/communications failures | Status | ⚠ | Current Rating | 12 | Target Rating | 6 |
|---|---|---|---|---|---|---|---|---|
| **Managed By** | Cherie Jarvie | | | | | | | |
| **Potential Effect** | Breakdown in trust<br>Lack of buy-in<br>Decisions not aligned with community aspiration<br>Reputational damage<br>Loss of confidence | | | | | | | |
| **Related Actions** | SCS 17 05 | Develop new Corporate Communications Strategy to support transitional priorities | **Internal Controls** | | Community Engagement Process | | | |
| | SCS 17 03 | Support consultations on major priorities | | | Single Outcome Agreement | | | |

| RISK | SCS SRR 004 | Failure to meet required budget savings | Status | ⚠ | Current Rating | 12 | Target Rating | 4 |
|---|---|---|---|---|---|---|---|---|
| **Managed By** | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Training Login 18 | | | | | | | |
| **Potential Effect** | Financial loss; Reputational damage | | | | | | | |
| **Related Actions** | SCS 17 13 | Deliver a programme of approved budget savings | **Internal Controls** | | Budget Challenge & Financial Monitoring | | | |

| RISK | SCS SRR 006 | Loss of key skills, knowledge or capacity due to contraction of service and staff base | Status | 🛑 | Current Rating | 16 | Target Rating | 8 |
|---|---|---|---|---|---|---|---|---|
| **Managed By** | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Training Login 18 | | | | | | | |
| **Potential Effect** | Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction | | | | | | | |
| **Related Actions** | SCS 17 15-02 | Review and implement workforce plan as part of wider corporate arrangements | | | **Internal Controls** | Workforce Planning Process | | |

| RISK | SCS SRR 007 | Failure to ensure effective partnership working to support Community Planning | Status | 🔺 | Current Rating | 12 | Target Rating | 6 |
|---|---|---|---|---|---|---|---|---|
| **Managed By** | Cherie Jarvie | | | | | | | |
| **Potential Effect** | SOA objectives not met<br>Breakdown in trust and reputational damage<br>Loss of confidence<br>Lack of joined up services and budget savings not met | | | | | | | |
| **Related Actions** | SCS 17 06 | Develop and publish a Local Outcomes Improvement Plan (LOIP) for Clackmannanshire and Locality Plans for Clackmannanshire in line with the CEA Act. | | | **Internal Controls** | Community Engagement Process | | |
| | | | | | | Single Outcome Agreement | | |

| RISK | SCS SRR 008 | Clacksweb is subject to a malicious cyber attack | Status | 🔺 | Current Rating | 12 | Target Rating | 6 |
|---|---|---|---|---|---|---|---|---|
| **Managed By** | | | | | | | | |
| **Potential Effect** | Loss of service<br>Loss of income<br>Loss of confidence<br>Reputational damage | | | | | | | |
| **Related Actions** | | Maintain contract with suitable supplier to provide adequate protection | | | **Internal Controls** | | | |