CLACKMANNANSHIRE COUNCIL

Report to: Partnership and Performance Committee

Date of Meeting: 10 March 2022

Subject: Business Plan 2021/23 - Update Report

Report by: Strategic Director: Partnership and Performance

1.0   Purpose

1.1.   Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2021-23 agreed in August last year.

1.2.   Appendix 1 provides a fuller update on the progress, however a number of areas are highlighted with the Considerations section of this report.

2.0   Recommendations

2.1.   Committee is asked to note, comment on and challenge the report.

3.0   Considerations

3.1.   This report provides Committee with an update on progress to date with the Partnership & Performance Business Plan 2021-23. It should be noted that data on some Key Performance Indicators is not yet available at this juncture; however a full year end report will be provided later in 2022 as the new Council and committee cycle is established.

3.2.   Partnership and Performance continues to be central to the coordination and management of response and recovery work in relation to the pandemic in addition to transformation and business as usual activity. This work has ranged from emergency planning, business continuity and major incident response; communications; health and safety; further developments in virtual democracy approaches; administration of grants to business and payments to people in isolation and or crisis; further embedding remote and virtual working solutions and supporting the Covid vaccine programme and community testing programme.

3.3.   The report outlines a changing risk profile, with cost inflation emerging as a significant risk, not just for the Council's resource base but also impacts on our citizens and communities. Labour supply issues have noticeably deteriorated over the course of the past year, which is expected to continue to impact on recruitment and retention, and indeed organisational capabilities

over the short to medium term, requiring further innovation in our workforce and transformational planning. Our external auditors have highlighted the heightened risk of fraud and corruption in the current context, and this is an area where increased focus is being placed. Finally, as the report outlines significant work continues on deployment of improved ICT infrastructure, including M365. This is crucial in the context of ongoing cyber security risks, not least underlined by concerns associated with the current geopolitical crisis in Eastern Europe.

3.4.   Whilst Appendix 1 provides a more detailed description of performance and risk within our Business Plan, which was approved by Council in August 2021, this cover report draws out a number of highlights, including achievements and areas for improvement.

4.0   HR and Workforce Development

4.1.   Ongoing progress continues to be made in relation to digital transformation. This includes:

   4.1.1. Ongoing development and roll out of our new cloud based health and safety management information system;

   4.1.2. Conversion of paper based change forms to electronic format as well as development of a number of management processes within the iTrent system;

   4.1.3. Renewal of our core HR and Payroll management information system contract, including additionality for payroll services that will combat ongoing potential single points of failure risks;

   4.1.4. Overseeing a cross service work-programme to enable hybrid working as a future organisational norm.

   4.1.5. Implementation of iCONNECT in partnership with LGPS (Falkirk)

4.2.   Significant work has been undertaken on development of the Council's health and safety management system. This includes a health and safety cultural review, revised policies and ongoing rollout of the new cloud based health and safety management information system.

4.3.   Employee wellbeing has been a major feature of our pandemic response. During the course of the year we have built substantially on this strong foundation, including further practical wellbeing supports and tools as well as development and roll out of virtual wellbeing sessions.

4.4.   In supporting Be the Future, the service has led on the engagement of external consultants to undertake a Demand, Capacity and Skills audit. A full report is due later in 2022.

4.5.   The service has continued to develop and deploy a range of management and leadership development products across all supervisory levels, and has substantially assisted with the Columba 1400 Values Based Leadership programme supporting the Council's Promise ambitions. In addition our suite of e-courses has continued to be developed and implemented.

4.6. It has continued to contribute to Community Wealth Building; a particular notable achievement was accreditation as a Living Wage employer.

4.7. There has been continued positive engagement and consultation with Trade Union Colleagues with joint working on a range of new and revised policies, many of which have come through Committee, as well as consolidation of the Living Wage into the Council's pay structure.

4.8. The service successfully enabled all functions within our portfolio to homeworking at the outset of the pandemic, embracing technology to ensure the virtual delivery of payroll, recruitment and selection (including virtual assessment centres), training, briefings as well as all other employment processes. Despite the challenges, the full range of HR operational support has continued to be provided throughout the year.

4.9. The health and safety team continue to make an important contribution to the Covid response, including undertaking and continued review of over 350 individual risk assessments as well as ensuring Councils premises were and continue to be COVID Secure.

5.0 Finance and Revenues

5.1. As with many other services the work of Finance and Revenues during the year has been significantly impacted by COVID19 pandemic. Services have adapted successfully to new ways of working with most staff continuing to work from home. One of the key changes was to put in place electronic payments to individuals which had been previously made via face to face issuing of cash.

5.2. The Revenues team in particular have been impacted with the increase in volume of queries, changes to individuals' circumstances and new claims for Council Tax Reduction and Benefits; however services continue to function successfully despite the challenges, including the Scottish Welfare Team, providing essential crisis support to vulnerable citizens.

5.3. The Finance and Revenues teams continued to work relentlessly administering the various Scottish Government Business Support Schemes, reviewing applications and making payments to businesses throughout 2020/21 and well into 2021/22.

5.4. Despite the ongoing response effort, many business critical annual activities continued to be delivered. During the year the Council's annual accounts were prepared and audited receiving a clean audit report from Audit Scotland. The annual budget process for 2022/23 was completed and a balanced budget was approved by Council. This included continued oversight of an ambitious 20-year Capital Programme, supporting Be the Future, that will contribute significantly to an investment-led recovery in Clackmannanshire.

5.5. In addition, the service continues to facilitate core governance processes, including supporting, advising and providing solutions for services with outturns, business cases and major procurement and commissioning enabling progression with Be the Future priority areas. Whilst the service has struggled to recruit to the procurement assistant due to labour market

shortages, considerable progress was made on local expenditure targets and enabling Living Wage accreditation, contributing to the Council's Community Wealth Building programme.

6.0   Partnership and Transformation

6.1.   A considerable proportion of the service effort has once again focused on civil contingencies response, including a number of major weather events across the course of the winter 2021/22. The emergence of the Omicron variant required a significant further mobilisation over the Festive period, with the Support for Isolation helpline remaining under ongoing severe pressure into March 2022. Despite the challenges, ongoing organisational learning is enabling many business areas to continue to deliver service continuity to citizens irrespective of Covid19 ebbs and flows.

6.2.   ICT development and Digital Transformation projects have continued despite the challenges of Covid19. The capital plan is on target and budget, with a number of new investments enabling increased resilience. This work provides and enhanced platform for substantial Digital Transformation investment as part of Be the Future. In support of attainment challenge and digital learning strategy outcomes, good progress has also been made with the procurement and rollout out of digital devices for young people and interactive boards in schools. Major milestones in the rollout of M365 have also been achieved, which includes the development of 50 digital champions building organisational skills and learning. Work also continues to provide remote working ICT kit for employees, including upgrading those provided with interim kit at the start of the pandemic; system upgrades including the Social Work IT system; digital opportunities arising from 5G, IOT (Internet of things) and Automation opportunities.

6.3.   We did not meet all our intended targets within the business plan during the year, predominantly as a result of resource displacement, however, given that ICT and digital remains a key strategic risk and enabler, as can be seen from the 20-year capital plan, further considerable work will continue in to the next few years as a core feature of Be the Future.

6.4.   The service has provided considerable support to a number of core council and partnership strategies, including Community Wealth Building and the Wellbeing Economy, and considerable progress has been made on a new Wellbeing LOIP with support from the Scottish Government. The work of the Clackmannanshire Alliance has also made good progress and has gained momentum over the past 12 months in a number of priority areas, notably progressing the Wellbeing Economy pilot, the establishment of a new Anchor Partnership and work to support events for Challenge Poverty Week 2021.

7.0   Legal & Governance

7.1.   The Legal & Governance Team has led and supported a number of key COVID related responses during the last year and has had a number of staff diverted into other tasks, including Support for Isolation. The service has also been subject to various interim supervisory arrangements during a 6 month period when the Senior Manager role was vacant.

7.2.   Working with IT colleagues, committee services continued to build capability for remote and hybrid committee meetings, with significant developments during the year to improve protocols and accessibility and sound and picture quality as part of the M365 programme. Work was also successfully completed to enable virtual meetings to be publically accessible from October 2021.

7.3.   The Licencing. Team continue to support Licencing Board responsibilities and the business community during Covid19 restrictions. A major achievement included a significant development in Animal Licencing regulations introduced during the year in line with legislative requirements.

7.4.   The Election team successfully delivered the Scottish Parliamentary election in May 2021 and Community Council elections in autumn 2021 in a secure way during challenging Covid19 restrictions, and have since being working on preparations for the Local Government elections in May 2022.

7.5.   Members services has continued to operate within Kilncraigs in the main and has, in addition to its own substantive role supported emergency planning and the Support for Isolation response which has been in place since October 2020. Our Internal Audit and paralegal capacity has also supported this critical work, whilst endeavouring to maintain substantial elements of business as usual capability across the organisation.

7.6.   The archivist has only recently been able to make preparations to open the archive for public viewing and has therefore supported the work of the Council in responding to the S21 National Child Abuse Inquiry response and election preparations.

7.7.   The risk and performance management team have been instrumental in developing the dashboard process for updating members throughout the last year and also in ensuring reporting against performance to the Scottish Government as required. The team has reviewed and updated the complaints process and procedure to ensure that the Council remains compliant and that customer service is prioritised, and facilitated submission of the Annual Governance Statement as part of the annual accounts. The Council has concluded a tender process for insurance within the last year which has also ensured appropriate cover for the Council's assets and best value in terms of the price.

7.8.   The legal team has enabled critical capital and Be the Future projects, including the wellbeing hub and schools estate work. It continues to secure capital receipts through the sale of agreed assets. In addition it has provided advice about the changing legislative position with regard to the coronavirus legislation while continuing to provide legal advice on housing, child and adult protection matters. Finally there has been a substantial increase in data protection advice and support given the focus on digital delivery of services and information sharing at this time.

7.9.   The Registrar has continued to provide an important public service to citizens in the registration of births, marriages and deaths during this time. This work has also involved a change in process, moving away from face to face registration and supporting people in the most difficult of circumstances. Notwithstanding these challenges the team's last official assessment on its

performance received an accuracy score of 99.51%. In 2021, it registered 527 births, 710 deaths, 161 marriages, 24 citizenship ceremonies and conducted 81 civil marriages. There have been some challenges, particularly the suspension of the Scotland's People service as space within the Speirs Centre was restricted. However the team has continued to provide a high quality Scottish Certificates service, which is on track to realise circa £50,000 of income for the Council during 2021/22.

7.10. Jack continues to be the most popular name registered on birth for boys in Clackmannanshire, with Noah second in 2021. For girls, Isla is the most popular with Emily the second most popular name registered.

Conclusion

7.11. The pandemic response has remained a significant element of the Portfolio's work during the course of 2021/22. Our staff remain displaced to a greater or lesser extent on response duties, and longer term impacts of Covid19 and inflationary pressures are increasingly impacting on our services and our citizens and communities.

7.12. Despite these challenges, Partnership and Performance can demonstrate a considerable impact in terms of delivering business critical and essential governance functions, whilst also playing a crucial role in enabling delivery of the Council's recovery and transformational priorities, whether Be the Future or the supporting an investment-led recovery through the capital plan.

7.13. Not all of the intended actions within the plan have been delivered to date. Staff have been stretched and tested over an ongoing period, and capacity and skills gaps have impacted at times on plans, partly as a result of global supply chain and national labour market issues and partly due to recurring response activity. However, despite challenges and emerging risks, such as inflation, cyber security and labour supply, the Portfolio demonstrates considerable achievements and responses in the context of enabling delivery of Council priorities. This is testament to the flexibility, expertise and resilience of its many dedicated staff.

8.0 Sustainability Implications

8.1. There are no direct sustainability implications arising from this report.

9.0 Resource Implications

9.1. Financial Details

9.2. 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 ☑

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

9.4. Staffing – no direct implications.

10.0 Exempt Reports

10.1. 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   ☑
Our families; children and young people will have the best possible
start in life   ☑
Women and girls will be confident and aspirational, and achieve
their full potential   ☑
Our communities will be resilient and empowered so
that they can thrive and flourish   ☑

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

8.0 Equalities Impact

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

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".

Appendix A – 2021/22 Performance Report

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)

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Approved by
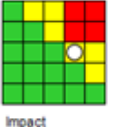
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

Partnership & Performance

Business Plan 2021-23 Progress Report

Key to symbols used in this report

PIs		ACTIONS		RISKS		
Long Trend Compares this period performance with last period		**Expected Outcome** Lead assessment		**Score** Likelihood x Impact (1 - 5)		**Status**
⬆	Performance has improved	✅	Already complete		🔴	Rating 16 and above
➖	Performance has remained the same	✔	Meet target/complete within target dates		⚠	Rating 10 to 15
⬇	Performance has declined	⚠	Will complete, but outwith target		✅	Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available	✖	Fail to complete	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance. **Current risk score** takes into account internal controls already in place. **Target risk score** shows the level at which the risk will stop being "treated" and then be "tolerated".		

Key Organisational Performance Results

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
ALL FRD L&D	Instances of Fraud detected	Not measured for Quarters		N/A	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council	Not measured for Quarters		100%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL H02 HWD	Percentage of applicable employees who have received a toolbox talk on new Health & Safety policies - Council	Not measured for Quarters		90%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL H03 HWD	Percentage of employees completing core Health & Safety training - Council	Not measured for Quarters		90%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL H04 HWD	Number of violent incidents to employees expressed as a % of the overall number of employees - Council	Not measured for Quarters		0	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	Not measured for Quarters		0	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Legal & Governance
ALL S05 HWD	Staff Survey - All Council staff - I am given the opportunity to make decisions relating to my role	Not measured for Quarters		80%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	Not measured for Quarters		70%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	Not measured for Quarters		85%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL S17 HWD	Staff Survey - All Council staff - I feel that I am treated with dignity and respect within my team	Not measured for Quarters		85%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
ALL S21 HWD	Staff Survey - All Council staff - I am clear about how I contribute to the organisation's goals	Not measured for Quarters		85%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	Not measured for Quarters		<£1.00	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	Not measured for Quarters		>95%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Finance & Revenues
HWD SWP 001	Percentage of targets met for implementation of Strategic Workforce Plan	Not measured for Quarters		75%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	3.1	⬇	8.5	During the lockdown in 2020/2021 there was a noticeable reduction in the level of short term absence however as we began to increase service provision there has been an evident increase in absence levels during 2021/22. The majority of absence remains long term, i.e. 28 days or more. In terms of short term, minor illness continues to be the main reason for absence. Measures are in place to ensure absence is managed in line with Council process as well as a continued focus at ESLG/SLG.. Absence is reported and discussed at bipartites as well as at the Tripartite Forum.	Senior Manager HR & Workforce Development
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	Not measured for Quarters		28%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Procurement Manager
RAG CRD 003	Invoice Payment Within 30 Days	Not measured for Quarters		95.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	Not measured for Quarters		>50%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	Not measured for Quarters		0.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	Not measured for Quarters		95%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	Not measured for Quarters		0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	58.3%	⬇	100.0%	Performance is unfavourable in this quarter. Of 12 enquiries, only 7 were completed on targeted. Whilst there are a number of mitigating circumstances, including staff displacement, a renewed management focus will be brought on to this area to ensure that performance meets target.	Strategic Director - Partnership & Performance
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	14.3%	⬆	N/A	1 of 7 complaints was upheld. Irrespective of the outcome, learning from complaints is an important input to operational learning.	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	14.3%	⬇	100.0%	Performance is unfavourable in this quarter. 1 of 7 complaints was completed within timescale. Whilst there are a number of mitigating circumstances, including staff displacement, a renewed management focus will be brought on to this area to ensure that performance meets target.	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	78.2%	⬇	100.0%	Performance is unfavourable in this quarter. 61 of 78 request met the 100% target ambition. Increased management focus will be brought on to this area to ensure that performance meets target.	Strategic Director - Partnership & Performance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	25.0%	⬇	100.0%	Performance is unfavourable in this quarter, with only 2 of 8 enquiries responded to within target time. . Whilst there are a number of mitigating circumstances, including staff displacement, a renewed management focus	Strategic Director - Partnership & Performance

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
					will be brought on to this area to ensure that performance meets target.	
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	Not measured for Quarters		>1%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	Not measured for Quarters		97.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	Not measured for Quarters		100.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	As some of this data is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.

Partnership & Performance: People Results

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	Not measured for Quarters		100%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S05 HWD	Staff Survey - Partnership & Performance staff - I am given the opportunity to make decisions relating to my role	Not measured for Quarters		75%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	Not measured for Quarters		70%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	Not measured for Quarters		75%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S17 HWD	Staff Survey - Partnership & Performance staff - I feel that I am treated with dignity and respect within my team	Not measured for Quarters		95%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	Not measured for Quarters		100%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	2.4	⬆	8.1	The overall perforate trend is an improving one; however, there remains an element of volatility from one quarter to the next, and between teams. Some teams are relatively small therefore one long terms absence can have a significant impact. Absence and staff wellbeing remains a significant area of management focus given the impact that abstractions have on performance and limitations on backfill.	Strategic Director - Partnership & Performance

Improvement Actions

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 001	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 which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	31-Mar-2022	100%	✅	The Council's MEOPS plan was reviewed in early 2020 and has been tested throughout the Global Pandemic. Further waves of Covid have been successfully co-ordinated, as has a number of challenging winter storms from Arwen to Eunice. A number of supporting plans are being reviewed as part of a programme of work being led through the FV Local Resilience Partnership. Development work continues on a number of major exercises.	Strategic Director - Partnership & Performance
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	31-Mar-2022	100%	✅	We have successfully supported the Council's budget engagement consultation for 2022/23 in the reporting period.	Senior Manager Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	31-Mar-2022	40%	⚠️	There has been some slippage on this action with national timelines for reporting reviewed and extended as a result of the pandemic. Progress on the Wellbeing LOIP will be reported to the Alliance in June, and work on a refreshed corporate plan can be expected once a new Administration is established post election. Progress in a number of other reporting areas is covered elsewhere in this report. A fuller update will be provided to committee on aspects later in the year.	Senior Manager Partnership & Transformation
P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	31-Mar-2022	75%	🛑	Good progress has been made to review corporate communications approaches, and align priorities with Be the Future and Strategic Roadmap. Various elements have been developed to support Be the Future programme, however development work continues on the strategy which will support a revised LOIP/corporate plan with an estimated completion date of summer 2022.	Senior Manager Partnership & Transformation
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	31-Mar-2022	100%	✅	The Council's progress on Mainstreaming Equalities and Diversity report was agreed at Council in April 2021 and published on the Council's website thereafter.	Senior Manager Partnership & Transformation
P&P 20 007	Develop a new Wellbeing Local Outcomes Improvement Plan with partners as part of the work to achieve a wellbeing economy. Review partnership structures, planning and performance management structures as part of this work.	31-Mar-2022	75%	⚠️	Considerable progress has been made with significant support from the Scottish Government. The Clackmannanshire Alliance has agreed to consider a draft document when it meets in June 2022.	Senior Manager Partnership & Transformation

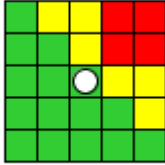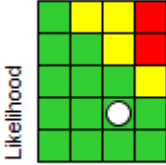| Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 009	Maintain Healthy Working Lives (Silver Level)	31-Mar-2022	100%	✅	Retained. The programme has been suspended nationally due to the pandemic, but our group has continued to meet and to deliver a programme of interventions to support the workforce in line with the HWL programme.	Senior Manager HR & Workforce Development
P&P 20 010	Undertake Staff Survey	31-Dec-2021	100%	✅	Survey is completed. Results being complied by independent surveyor.	Senior Manager HR & Workforce Development
P&P 20 011	Develop & Implement a Leadership and Management Development programme that support our vision and values	31-Dec-2021	75%	⚠️	Significant work being undertaken, including Values Based Leadership work facilitated through the Columba 1400 programme, and work on commissioning a wider support programme is well underway based on learning through VBL and Covid response.	Senior Manager HR & Workforce Development
P&P 20 012	Embed new Health & Safety Management System	31-Mar-2022	100%	✅	Ongoing progress and development of the system which will continue for the foreseeable future.	Senior Manager HR & Workforce Development
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2022	40%	🛑	Progress has been made in some areas but not in line with expectation. HR&WFP completed in 2020, however Legal & Governance, Partnership & Transformation and Finance & Revenues. The slippage was caused by various factors including a vacancy and competing priorities. This is being progressed as a priority and in line with wider Be the Future redesign principles.	Strategic Director - Partnership & Performance
P&P 20 014	Develop further the principles of the Fair Work Convention	31-Mar-2022	100%	✅	Progress continues to me made as part of the agreed Community Wealth Building Action Plan including achievement of Real Living Wage accreditation status..	Senior Manager HR & Workforce Development
P&P 20 018	Lead on the approach to enable improved governance through the Annual Governance Statement	31-Mar-2022	100%	✅	Completed on schedule and reported to Audit Committee.	Senior Manager – Legal & Governance
P&P 20 019	Lead on the approach to deliver approved Annual Accounts	31-Dec-2021	100%	✅	Completed on schedule and reported to Audit Committee.– clean audit opinion received	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	31-Mar-2022	40%	✅	Work is progressing satisfactorily and in line with schedule.	Strategic Director - Partnership & Performance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	31-Mar-2022	30%	⚠️	Work is underway. These documents will be reviewed and considered by Council as part of establishing a new Council after the LG elections.	Senior Manager – Legal & Governance
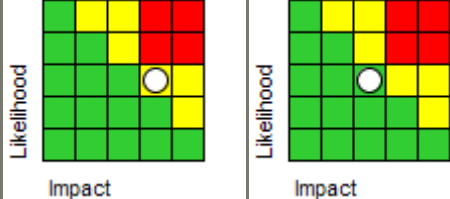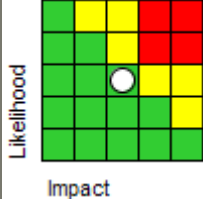
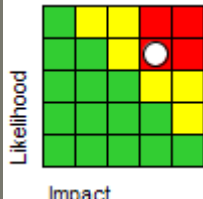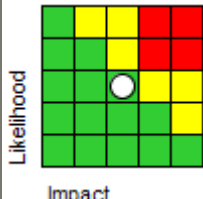| Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	31-Mar-2022	100%	✅	Competed and approved by Council.	Senior Manager Finance & Revenues
P&P 20 027	Refresh the Digital Transformation Strategy in light of the new Scottish Digital Strategy and refine the Digital Roadmap for Clackmannanshire.	31-Mar-2022	75%	✅	Plans refreshed and considered by Council as part of the 2022/23 budget proposals.	Strategic Director Transformation
P&P 20 028	Refresh the ICT infrastructure Improvement Plan and ICT Asset Management Plan. This work will include a review of ICT policies on a programmed basis.	31-Mar-2022	40%	⚠️	This work is ongoing. Key ICT risks and mitigating actions have been identified to increase the resilience of the Council's ICT infrastructure. Investment agreed by Council has been progressed in line with project planning, with further investment considered as part of the 2022/23 budget. M365 implementation is also well underway. An assessment of how work on policies can be expedited is underway.	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	31-Mar-2022	75%	⚠️	The Council works to the Cyber Security Resilience Framework standards. M365 deployment is enhancing capabilities.	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	31-Mar-2022	50%	⚠️	This work is ongoing and will continue substantially over the next year. The focus has been on business continuity and data protection, in which area significant work has been progressed since summer 2021. M365 deployment is also enhancing capabilities, with consideration on how additional resources can be brought to bear to increase capability.	
P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.	31-Dec-2021	75%	⚠️	The first phase of this major implementation is focused on technical foundations (licenses; security; user guide and Policies; integration with existing systems), where significant progress has been made. albeit slightly behind target on the deployment plan. The user experience has focused on Teams thus far, with Outlook and MS apps the next major developments coming on stream. Major progress has been made in recruiting and developing a cadre of digital champions who will play a major role in the deployment and embedding of successive phases of M365.	Senior Manager Partnership & Transformation
P&P 20 033	Deliver the agreed IT capital plan	31-Mar-2022	100%	✅	There has been a significant procurement undertaking this year, which is on budget and on target. Major capital deployments are also running to target.	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.	31-Mar-2022	50%	✅	Progress this year has included a review of refreshed guidance and PMAP arrangements. Participation in national and regional CONTEST networks is ongoing. Current operational and strategic process remain in place, including mandatory training programmes for staff. Finalisation of a refreshed Contest strategy remains to be completed.	Senior Manager Partnership & Transformation
P&P 21 002	Undertake a Covid debrief process following the national review and debrief protocol.	30-Sep-2021	100%	✅	Complete, although delayed. It was reported to Audit Committee in February 2022. It is acknowledge that this will be an ongoing learning process.	Senior Manager Partnership & Transformation
P&P 21 003	Put in place Hybrid Working approaches to support COVID recovery and organisational transformation	31-Mar-2023	50%	✅	Work progressing through 3 working groups at present. Arrangements will be in place to support staff within the context of the Strategic Recovery Framework announced by the SG in February 2022.	Strategic Director - Partnership & Performance
P&P 21 004	Publish Local Child Poverty Action Plan Implementation and annual report; Gaelic Language Plan Implementation and annual report; BSL annual report.	31-Mar-2022	50%	⚠️	Likely to be some delay as a result of pre-election period. All reports will be reported as soon as possible when the new Council is established.	Senior Manager Partnership & Transformation
P&P 21 005	Support Census 2022 process for Clackmannanshire.	31-Mar-2022	100%	✅	Work is progressing on target.	Senior Manager Partnership & Transformation
P&P 21 006	Following formation of a New Administration develop a refreshed Corporate Plan 2022-27	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	Senior Manager Partnership & Transformation
P&P 21 007	Procurement Strategy Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	Senior Manager Finance & Revenues
P&P 21 008	Major emergencies operational procedures Civil Contingencies Guidance Review	31-Mar-2023	0%	✅	Work is ongoing and updates will be provided in future reports.	Senior Manager Partnership & Transformation
P&P 21 009	Business Planning Guidance and Performance Management Framework Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	
P&P 21 010	Consultation Guidance and Toolkit Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	Senior Manager Partnership & Transformation
P&P 21 011	Customer Charter Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	Senior Manager Partnership & Transformation
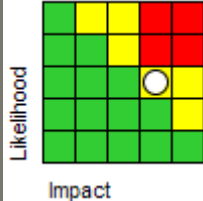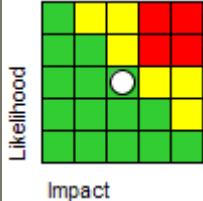
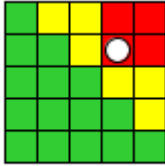| Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 012	Unacceptable Behaviour Policy Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	
P&P 21 013	Reporting Concerns at Work (Whistleblowing) Policy Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	
P&P 21 014	Financial Regulations Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	Senior Manager Finance & Revenues
P&P 21 015	Contract Standing Orders Review	31-Mar-2023	0%	✅	Work not started. Updates will be provided within future reports.	Senior Manager Finance & Revenues
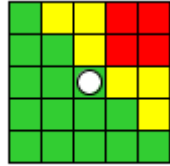
Risk Register
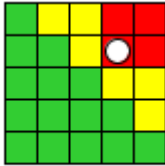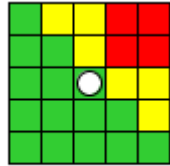
ID & Title	P&P SRR 001	Business continuity or resilience failure	Status	✅	Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.									
Related Actions	P&P 20 001	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 which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	**Internal Controls**		Business Continuity Plans					
Latest Note	Scotland remains in civil contingencies arrangements that have been in place since March 2020; it is anticipated that this will remain the case to some extent until such times as a critical mass has been achieved with the COVID-19 vaccine roll out programme which commenced on 8 December 2020. Staffing resources continue to be stretched in dealing with the impacts of the global pandemic, however, by and large most Business as usual services are operating to a significant extent. Concurrent risks from supply chain and labour issues, adverse weather, geopolitical events or major 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 will be required as soon as resources allow.									

ID & Title	P&P SRR 003	Ineffective communication and engagement with our communities	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.									
Related Actions	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).			Customer Consultation & Engagement					
	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	**Internal Controls**		Community Learning & Development Strategy					
					Mainstreaming Equality & Diversity					
					Community Asset Transfer Guidance					
Latest Note	P&P resources for this area of work are modest during Business as Usual but continue to be significantly depleted presently as a result of staff displacement to current higher priority Covid support operations. Despite the success of the vaccination programme, the numbers of residents required to isolate remains variable and high, placing ongoing and unpredictable pressures on the Council's support for isolation resources. This has undoubtedly led to some frustrations with communities or community groups when inevitable delays ensue. As Covid response requirements allow, resources will be returned to core community engagement work however until then, greater emphasis on communicating resource displacement to communities and partners may need to continue.									

ID & Title	P&P SRR 004	Ineffective engagement with Workforce/Sub optimisation of Workforce/Workforce Gaps/Aging Workforce	Status	🔴	Managed By	Senior Manager HR & Workforce Development	Current Rating	16	Target Rating	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement as a result of ongoing Covid response matters leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.									
Related Actions	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	**Internal Controls**		Staff Survey					
	P&P 20 010	Undertake Staff Survey			Strategic Workforce Plan					
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities			Portfolio Workforce Planning					
Latest Note	Substantial progress has continued on this area of work as part of the pandemic response. A number of workforce policies have been developed an implemented, in-year and workforce. Further work is plan as part of Be the Future programme. Labour shortages continue to cause difficulties across the board, impacting on operations and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for at least the next 24 months, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity.									

ID & Title	P&P SRR 006	Significant Organisational Governance Failure	Status	⚠️	Managed By	Strategic Director - Partnership & Performance	Current Rating	12	Target Rating	9

Potential Effect	There is a risk that the current pandemic environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.									
Related Actions	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	**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					
	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.								
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
	P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.								
	P&P 21 007	Procurement Strategy Review								
	P&P 21 014	Financial Regulations Review								
Latest Note	The current pandemic and concurrent risks profile, temporary pausing of audit and scrutiny activity in 2020 combined with staff turnover and a stretched workforce has created risks that could result in failures of governance. Audit and scrutiny programmes resumed in late 2020. Capability and capacity is improving but is may be some time yet before this risk returns to pre-Covid levels, and therefore this risk will require ongoing significant focus. Our External Auditor raised the risk and Fraud and Corruption in its most recent audit opinion within the current pandemic response environment therefore this area will be a priority in the coming months.									

ID & Title	P&P SRR 007	Increased Services Demands/Demand Pressures Arising from Covid/Deteriorating Economic Outlook	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 Covid pandemic and other environmental factors including Brexit and climate change.				
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	**Internal Controls**	Budget Strategy & Monitoring	
	P&P 21 015	Contract Standing Orders Review		Corporate Transformation Programme	
				Procurement Strategy	

Latest Note	Demand pressure s are indicating a high degree of uncertainty in regard of short to medium term budget planning. It is looking increasingly unlikely that inflationary costs pressures will return to pre-Covid levels. This is exacerbated by current geopolitical events in Eastern Europe, suggesting our greatest challenges may lie ahead. Whilst this is impacting on costs to the Council, it is also impacting on our communities, which in turn poses a risk of 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, however increasingly transformational service delivery options will require consideration with a renewed degree of urgency.

ID & Title	P&P SRR 008	Failure to Keep Pace with Digital Agenda/Cybersecurity Breach	Status	🔴	Managed By		Current Rating	16	Target Rating	9

Potential Effect	Covid biosecurity requirements 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.			
Related Actions	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	**Internal Controls**	
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps		
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.		
	P&P 20 033	Deliver the agreed IT capital plan		

Latest Note	The Council has made significant investment in digital infrastructure during the Covid pandemic, including M365 and digital telephone payments. This work will need to continue at pace to meet citizen demand and to sufficiently realise benefits. Given the general increased risk profile across the board, including the impacts and consequences of geopolitical developments in Eastern Europe, this is an important area of ongoing focus.