CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

 Date of Meeting: 27th October 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 which was agreed in August 2021.

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.

3.2.   Partnership and Performance continues to be central to the coordination and management of recovery work in relation to the pandemic, and increasingly threats and risks from an emerging global recession. .This work ranges from emergency planning, business continuity, support to businesses, major incident response; communications and health and safety.

3.3.   The report outlines a changing risk profile, with cost inflation being a significant risk, not just for the Council's resource base but also impacting our citizens and communities. Labour supply issues have continued to deteriorate impacting on recruitment and retention, and organisational capacity and capability.   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 context.

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. Continued 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. Implementation of payroll services from our HR systems provider aimed at providing capacity to the payroll team.

4.1.4. Significant work was undertaken to ensure our HR system was able to provide Real Time Reporting to the Local Government Pension Scheme. This is a significant change and eliminates the need for year end pension returns.

4.2.   Significant work has been undertaken over the last year to improve the health and safety culture across the organisation. This includes completion of a behavioural safety culture audit, development/review of H&S policies, Health and Safety training, premises audits and health surveillance checks. Committee are provided with the H&S Manager's annual report.

4.3.   Employee wellbeing has and continues to be a major feature of our recovery from COVID, with its importance no less as the impending global recession driving demand, in turn stretching an aging workforce. A draft Wellbeing Strategy is being developed which Council will be asked to consider later in the year.

4.4.   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.

4.5.   In late March 2022 the HR & WFD Team launched a new Clacks Academy platform, with the aim of embedding a learning culture across our organisation based on bespoke learning communities, and learning pathways. The platform also allows the management of all in person, virtual and elearning training events, creating a 'one stop shop' for corporate learning and development in the Council.

4.6.   The team continues to develop bespoke video and e-learning content in support of both service specific, and council wide messaging and learning. In particular, the team has led on the development of in-house created video and animations which have been used as the basis of corporate messaging, and

to support projects such as the family wellbeing partnership, climate change, and health and safety messaging.

4.7. The team has supported the development of the Health and Social Care Partnerships Interim Workforce Plan, by providing facilitation at staff and management events, and drafting support where required.

4.8. There has been continued positive engagement and consultation with Trade Union Colleagues including joint working on a range of new and revised policies.

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 and its aftermath, which if anything, may be even more challenging. 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. Business critical annual activities continued to be delivered. The Council's draft annual accounts were prepared and submitted to the External Auditors for 2020/21.. Work is underway to support the annual budget process for 2023/24 and the 2021/22 annual accounts 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. Recruitment and retention issues continue to impact on strategic aims, with ongoing challenges to bring in resources for corporate accounting and procurement.

6.0 Partnership and Transformation

6.1. Civil contingencies response continues to be a significant area of focus. A further rise in Covid cases in June 2022 and the death of HM The Queen are included as notable areas of response. . Despite the challenges, ongoing organisational learning is enabling many business areas to continue to deliver service continuity to citizens irrespective of any ebbs and flows. For the first time since the start of the pandemic, the emergency planning team organised a successful multi-agency desk top exercise concerning the Blackgrange bonded warehouse site.

6.2. Work on ICT development and Digital Transformation projects have continued.. Capital works are progressing, with a number of new investments aimed at enabling increased resilience. In support of attainment challenge and digital learning strategy outcomes, there is continued good progress with

the procurement and set up of digital devices for young people and the replacement interactive board programme in schools continued over the summer. Major milestones in the rollout of The implementation of M365 is a significant foundation in the digital transformation for the Council. To that end, over the course of the spring and summer, substantial Discovery Phase work was completed, which has established a route map for change. Implementation planning continues and a members briefing has been arranged to provide an update on progress. .

6.3. Work is being progressed on a refreshed Wellbeing LOIP with support from the Scottish Government.

7.0 Legal & Governance

7.1. Working with IT colleagues, committee services continued to build capability for remote meetings, with significant developments during the year to improve protocols and accessibility and sound and picture quality as part of the M365 programme. .

7.2. The Licencing. Team continue to support Licencing Board responsibilities and the business community as we move beyond Covid19 restrictions. A major achievement included a significant development in Animal Licencing regulations introduced during the year in line with legislative requirements and support to communities are galas resumed in year.

7.3. The Election team has also continued with another busy year; it successfully delivered the Local Government Elections in May 2022 and supporting Community Council elections in autumn 2022.

7.4. The legal team has continued to enable capital and Be the Future projects, including key infrastructure projects. Changing licencing requirements, including short terms lets, has seen a need for ongoing development work, and information governance advice and support remains a substantial area of focus given potential levels of risk.

As with many areas of service, Registrars has had to deal with resource pressures at a time when expectation for service to return to pre-pandemic models. Workforce challenges remain, however additional services are being opened up and the service continues to deliver much valued core services.

Conclusion

7.5. The pandemic and emerging factors such as inflation and the cost of living crisis continue to impact on Partnership and Performance, with environmental scanning suggesting that our main challenges lie ahead Despite this, 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.

7.6. Not all of the intended actions within the plan have been delivered to planned timelines but work continues across the scope of the Plan. Staff continue to

be stretched due to ongoing response activity and capacity and skills gaps have impacted at times on plans, partly as a result of global supply chain and national labour market issues. 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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Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	███████████

Partnership & Performance

Business Plan 2021-23

2021-22 Progress Report

Key to symbols used in this report

PIs				ACTIONS		RISKS		
Long Trend (Overall trend over longer term)		**Status** (Compares actual performance with target)		**Status**		**Current Rating** Likelihood x Impact (1 - 5)		**Status**
⬆	Performance has improved	🔴	Alert	✅	Completed		🔴	Rating 16 and above
➖	Performance has remained the same	⚠	Warning	▶	In progress/Not started		⚠	Rating 10 to 15
⬇	Performance has declined	✅	OK	⚠	Check progress		✅	Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available	❓	Unknown	🔴	Overdue	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.		
				❌	Cancelled			

Key Organisational Performance Results

Code	INDICATOR	2021/22				Latest Note	Lead
		Value	Target	Long Trend	Short Trend		
ALL FRD L&D	Instances of Fraud detected	0	0	?	?	No confirmed cases though investigation ongoing.	Senior Manager - Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council	6%	100%	⬆	⬆	This is the number that we can confirm are up to date. Senior Management have asked for all risk assessments to be submitted to the H&S Team by 31st August which will give us a better reflection.	Senior Manager HR & Workforce Development
ALL H02 HWD	Percentage of applicable employees who have received a toolbox talk on new Health & Safety policies - Council	0%	90%	▬	▬	No data has been able to be gathered as toolbox talks have been paused due to pandemic restrictions.	Senior Manager HR & Workforce Development
ALL H03 HWD	Percentage of employees completing core Health & Safety training - Council	15.7%	90%	⬇	⬇	A communication campaign around this was released in September 2022 to encourage further uptake.	Senior Manager HR & Workforce Development
ALL H04 HWD	Number of violent incidents to employees expressed as a % of the overall number of employees - Council	5.28%		⬇	⬇	Nearly all incidents reported are in Education. Work in ongoing at a national level to address this with Clackmannanshire represented on the working group.	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	4	0	⬆	⬆	We continue to operate a robust process investigating data breaches which are reported to the data protection email address. None of these reports has resulted in enforcement action against the Council.	Senior Manager - Legal & Governance
ALL S05 HWD	Staff Survey - All Council staff - I am given the opportunity to make decisions relating to my role	70%	80%	⬆	⬇	Full staff survey report was submitted to A&S Committee on 25 August 2022, providing Council wide analysis. Individual portfolio results were discussed at Service Bipartite meetings. Service results will inform Portfolio Workforce Plans, in addition to the Council's revised Strategic Workforce Plan.	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	57%	70%	⬆	⬇	Full staff survey report was submitted to A&S Committee on 25 August 2022, providing Council wide analysis. Individual portfolio results were discussed at Service Bipartite meetings. Service results will inform Portfolio Workforce Plans, in addition to the Council's revised Strategic Workforce Plan.	Senior Manager HR & Workforce Development

Code	INDICATOR	2021/22				Latest Note	Lead
		Value	Target	Long Trend	Short Trend		
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	74%	85%	⬆	⬇	Full staff survey report was submitted to A&S Committee on 25 August 2022, providing Council wide analysis. Individual portfolio results were discussed at Service Bipartite meetings. Service results will inform Portfolio Workforce Plans, in addition to the Council's revised Strategic Workforce Plan.	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	74%	85%	⬇	⬇	Full staff survey report was submitted to A&S Committee on 25 August 2022, providing Council wide analysis. Individual portfolio results were discussed at Service Bipartite meetings. Service results will inform Portfolio Workforce Plans, in addition to the Council's revised Strategic Workforce Plan.	Senior Manager HR & Workforce Development
ALL S21 HWD	Staff Survey - All Council staff - I am clear about how I contribute to the organisation's goals	69%	85%	⬇	⬇	Full staff survey report was submitted to A&S Committee on 25 August 2022, providing Council wide analysis. Individual portfolio results were discussed at Service Bipartite meetings. Service results will inform Portfolio Workforce Plans, in addition to the Council's revised Strategic Workforce Plan.	Senior Manager HR & Workforce Development
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£3.70	£6.64	⬇	⬆	Remains within target.	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.0%	96.2%	⬆	⬆	Remains similar to target.	Senior Manager Finance & Revenues
HWD SWP 001	Percentage of targets met for implementation of Strategic Workforce Plan	74%	75%	▬	▬	Actions relate to the Council's Workforce Programme which concluded in September 2022. Actions outstanding relate to internal comms initiatives, with the majority of other actions completed in time. Any outstanding actions will be taken forward into the revised Strategic Workforce Plan.	Senior Manager HR & Workforce Development
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (All Council staff)	13.2		⬇	⬇	Longer term absences remain the largest causes of absence. As a Council we endeavor to ensure the right support to our staff at the right time to enable our employees to thrive and be productive at work, remain at work and return to work at the earliest opportunity when absent. The Council has a number of agreed processes in place to ensure absences are managed proactively.	Senior Manager HR & Workforce Development
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	25.4%	16.5%	⬆	⬆	Ongoing improvement. Local initiatives and projects such as Community Wealth Building suggest a positive impact.	Procurement Manager

Code	INDICATOR	2021/22				Latest Note	Lead
		Value	Target	Long Trend	Short Trend		
RAG CRD 003	Invoice Payment Within 30 Days		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	59.8%	50.8%	⬆	⬆	Performance has improved since the previous reporting period and exceeds the agreed target set for the period.	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	2.1%	0.0%	⬇	⬇	The % pay gap figure has risen since the previous reporting year however remains below the national figure for Scotland. Work undertaken by the Council to implement the real living wage is anticipated to improve this figure in the next reporting cycle.	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	INDICATOR	2021/22				Latest Note	Lead
		Value	Target	Long Trend	Short Trend		
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	83%	95%	?	?	Mostly achieved though external factors impacted on achievement of a Homelessness income as report previously to committee.	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance		0%	?	?	There was an overall underspend for 2021/22 however the precise % figures will be confirmed and report in the next report.	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results

Code	INDICATOR	2021/22				Latest Note	Lead
		Value	Target	Long Trend	Short Trend		
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	54.3%	100.0%	⬇	⬇	Performance is still below the target so further focus will be targeted to improve performance on this measure over the next reporting period within the context of available resource. Covid abstractions were a factor.	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	72.7%	100.0%	⬇	⬇	This has been challenging for the Directorate during the period of Covid response in particular. It is hoped that response times will improve as service delivery returns to normal.	Senior Manager - Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	17.4%	100.0%	⬇	⬇	Performance in relation to this measure has reduced over the reporting year when compared with the preceding year linked with the service supporting Covid recovery activity. It is acknowledged that this level of performance needs to be improved over the next reporting period.	Strategic Director - Partnership & Performance
GOV AUD 001	Percentage of Internal Audit plan completed		80%	?	?	Internal Audit's Plan for 2021/22 was agreed by the Audit Committee on 27 April 2021. It proposed fifteen assignment areas (seventeen reviews). Sixteen main assignments were completed by Internal Audit during 2021/22. The main change to the Plan over the course of the year was the deferment to 2022/23 of the planned review of Non-Domestic Rates.	Internal Audit Officer
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents			?	?	Reliable data is not available therefore this indicator will be reviewed.	Senior Manager Partnership & Transformation
CUS CTC 003	Satisfaction with overall experience of the Contact Centre		97.0%	?	?	A performance figure is not available for this reporting period. The service has recently completed a full consultation on customer service approaches following changes to service delivery which was necessary as part of Covid restrictions. Feedback is being analysed and options being developed as part of the Future Ways of Working programme.	Senior Manager Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service		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.	Senior Manager - Legal & Governance

Partnership & Performance: People Results

Code	INDICATOR	2021/22				Latest Note	Lead
		Value	Target	Long Trend	Short Trend		
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date		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	77%	75%	⬆	⬆	P&P SMT have discussed these results at Service Bipartite, and as part of their Workforce Planning sessions undertaken in September 2022. As such, these results will be considered and addressed as part of the Portfolio Workforce Plan with a view to developing managers approach to staff engagement in a hybrid working environment.	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	53%	70%	⬆	⬇	P&P SMT have discussed these results at Service Bipartite, and as part of their Workforce Planning sessions undertaken in September 2022. As such, these results will be considered and addressed as part of the Portfolio Workforce Plan with a view to developing managers approach to staff engagement in a hybrid working environment.	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	69%	75%	⬆	⬆	P&P SMT have discussed these results at Service Bipartite, and as part of their Workforce Planning sessions undertaken in September 2022. As such, these results will be considered and addressed as part of the Portfolio Workforce Plan with a view to developing managers approach to staff engagement in a hybrid working environment.	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	65%	95%	⬇	⬇	P&P SMT have discussed these results at Service Bipartite, and as part of their Workforce Planning sessions undertaken in September 2022. As such, these results will be considered and addressed as part of the Portfolio Workforce Plan with a view to developing managers approach to staff engagement in a hybrid working environment.	Strategic Director - Partnership & Performance

Code	INDICATOR	2021/22				Latest Note	Lead
		Value	Target	Long Trend	Short Trend		
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	68%	100%	⬆	⬇	P&P SMT have discussed these results at Service Bipartite, and as part of their Workforce Planning sessions undertaken in September 2022. As such, these results will be considered and addressed as part of the Portfolio Workforce Plan with a view to developing managers approach to staff engagement in a hybrid working environment.	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.2		⬆	⬆	Despite a challenging context and an aging workforce performance continues to improve.	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 were co-ordinated, as was 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, including the multiagency Ex Blackgrange run in August 2022. In early September an incident team coordinated local aspects of Operation Unicorn following the death of HM Queen Elizabeth. Further incident teams are planned to ensure winter preparedness and to ensure adequate measures are in place to support the expected impacts associated with the cost of living crisis.	Strategic Director - Partnership & Performance
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	31-Mar-2022	100%	✅	The Council's budget engagement consultation for 2022/23 was supported and work is underway for the 2023/24 budget engagement.	Senior Manager Partnership & Transformation
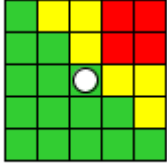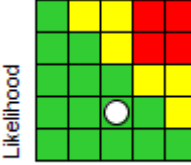
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	31-Mar-2022	100%	✅	This work was completed but after the deadline due to a combination of the pre-election period and disruption associated with the pandemic.	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%	⚠️	Various elements have been developed to support Be the Future programme, however development work overall is overdue. The strategy will support a revised LOIP/corporate plan with a revised estimated completion date of late 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 will consider a draft document when it meets in October 2022.	Senior Manager Partnership & Transformation
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 compiled and reported to Committee.	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%	⚠️	This work is overdue due to competing priorities however a renewed focus has been applied with a view to ensure an input to the upcoming budget.	Strategic Director - Partnership & Performance
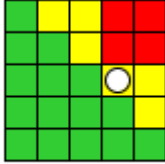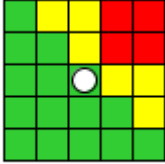
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 014	Develop further the principles of the Fair Work Convention	31-Mar-2022	100%	✅	Progress continues to me made as part of the agreed Community Wealth Building Action Plan including achievement of Real Living Wage accreditation status.	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. Work is well underway for the current year.	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. Work is well underway for the current year.	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	31-Mar-2022	100%	✅	Work is complete on this major project.	Senior Manager - Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	31-Mar-2022	75%	⚠️	This work is overdue but work is being progressed as reported to Council.	Senior Manager - Legal & Governance
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. Work underway for 2023/24.	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	100%	✅	Plans refreshed and considered by Council as part of the 2022/23 budget proposals. Further work underway through Be the Future programme.	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	100%	✅	Discovery work complete and route map developed. Business Case being developed .	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	31-Mar-2022	75%	⚠️	Linked to the above, progressing.	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 overdue though work is progressing, with further progress expected over the coming year.	Senior Manager - Legal & Governance
P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.	31-Dec-2021	75%	⚠️	Linked to actions 028 and 029 above. Good progress has been made with the digital champions project.	Senior Manager Partnership & Transformation
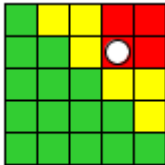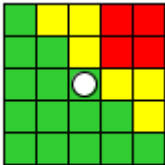
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 033	Deliver the agreed IT capital plan	31-Mar-2022	100%	✓	Concluded for last year. Progress is being made for this year with a recent issue of am ITT for telephony. There is uncertainty over deployment of the fibre rollout in year due to competing priorities.	Senior Manager Partnership & Transformation
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%	⚠	This work remains overdue due to competing priorities. Progress 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	100%	✓	Complete.	Senior Manager Partnership & Transformation
P&P 21 005	Support Census 2022 process for Clackmannanshire.	31-Mar-2022	100%	✓	Complete.	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 has commenced though this will align with the LOIP which is being developed as priority.	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	50%	✓	Work is ongoing with no issues anticipated at this time.	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 009	Business Planning Guidance and Performance Management Framework Review	31-Mar-2023	0%	✓	Work not started. No issues expected.	Senior Manager - Legal & Governance
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	50%	✓	Work on a revised charter is under way. Consultation will be required.	
P&P 21 012	Unacceptable Behaviour Policy Review	31-Mar-2023	50%	✓	Work ongoing a revised policy is being drafted.	
P&P 21 013	Reporting Concerns at Work (Whistleblowing) Policy Review	31-Mar-2023	50%	✓	Work ongoing. A revised policy has been drafted.	
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	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.	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	Staffing resources continue to be impacted in dealing with the impacts of the ongoing global pandemic and other civil contingencies, however, this has lessened by and large and most Business as usual services are operating to a significant extent. Concurrent risks from supply chain and labour issues, the cost of living crisis, 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 undertaken over the current year.									

ID & Title	P&P SRR 003	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.	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 19 031 — Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.	Internal Controls	Customer Consultation & Engagement						
	P&P 19 032 — Develop options with partners to consider community research and surveys to inform strategic planning and performance (replace Clacks 1000).		Community Learning & Development Strategy						
	P&P 20 003 — Support consultation and engagement activities (budget and corporate strategies).		Mainstreaming Equality & Diversity						
	P&P 20 005 — Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.		Community Asset Transfer Guidance						
Latest Note	P&P resources for this area of work are modest during Business as Usual, though this was wholly displaced during the worst of the pandemic. In the last 6 months we have managed to get some resources back to support community activities, e.g. galas, Joint Community Council Forum, community council elections.								

ID & Title	P&P SRR 004	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.	**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		
Latest Note	Substantial progress has continued on this area of work as part of work commenced during 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, staff and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for at least the next 36 months, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity. The service is currently reviewing its strategic workforce plan.		

ID & Title	P&P SRR 006	There is a risk that the current pandemic and labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.	Status	?	Managed By	Strategic Director - Partnership & Performance	Current Rating		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 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. Capability and remains variable across the directorate, 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 is a priority in the current year, including a review of our Whistleblowing policy.									

ID & Title	P&P SRR 007	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including Brexit, the cost of living crisis, high inflation and climate change.	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 in the sort term. This is exacerbated by current geopolitical events in Eastern Europe, and a deteriorating world economic climate suggesting our greatest challenges 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.

ID & Title	P&P SRR 008	Covid biosecurity requirements and increasing financial constraint are driving 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.	Status	❓	Managed By		Current Rating		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. 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.