
Report to: Audit & Scrutiny Committee

Date of Meeting: 11 June 2026

Subject: Partnership & Performance: 2025/2026 Year End Business Plan Update

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. This report provides a year-end update on the 2025/26 Partnership and Performance Business Plan. While a detailed summary is available in Appendix 1, key highlights and considerations are presented below.

2.0 Recommendations

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

3.0 Considerations

- 3.1. During 2025/2026 the Partnership & Performance Directorate continued to deliver 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 2025/26 agreed by Council on 21st August 2025. (link <https://www.clacks.gov.uk/document/meeting/1/1288/8208.pdf>)
- 3.2. The Partnership and Performance Directorate has continued to play a pivotal role in enabling the Council to deliver high-quality services, ensure robust governance, and achieve its corporate priorities.
- 3.3. The 2025/26 Business Plan set out a clear and ambitious programme of work aligned to the Council's *Be the Future* vision and transformation roadmap. The key themes of the 2025/26 Business Plan included:
 - **Digital and Data Transformation:** Continued delivery of the 5-year roadmap, including new digital solutions for customers, strengthened data and governance foundations, wider adoption of the data platform, and preparation for Copilot to support future transformation.
 - **Governance and Assurance:** Targeted improvements to strengthen internal controls and compliance to shift the internal audit assurance rating from "limited" to "substantial."

- **Workforce Resilience:** Delivery of the Strategic Workforce Plan, leadership development programmes, and succession planning to address demographic and capacity risks.
- **Collaboration and Innovation:** Expansion of joint working with Falkirk Council, supported by PwC, to explore shared service models beyond audit, unlocking efficiencies and building critical mass.
- **Performance and Risk Management:** Strengthening the “golden thread” between strategic plans and operational delivery, with a focus on continuous improvement and evidence-based decision-making.
- **Customer and Stakeholder Engagement:** Implementation of refreshed communications and engagement strategies, including a new staff intranet and refreshed and accessible complaints system and supporting policies and procedures.

3.4. Appendix 1 provides a more detailed description of performance, risks and actions within our Business Plan. As part of the implementation of phase one of the new Targeted Operating Model, the work of the Partnership and Performance Directorate will now fall under Corporate Services. Corporate Services will continue to ensure the delivery of core services, actively support the Council’s transformation agenda and work collaboratively in partnership, with the Wellbeing and Place an Economy Directorates to deliver the Councils agreed outcomes. Key achievements are highlights are as follows:

HR and Workforce Development

- 3.5. The HR & Workforce Development team continues to provide a cross-service support function across HR, payroll, health and safety and workforce development functions. In addition to day-to-day support, the Service works collaboratively with other teams and areas, to both develop the service it provides and identify new ways of working that support our Directorates and the communities they serve.
- 3.6. In operational HR, the HR Business Partner team continue to support all Council services with a range of topics including maximising attendance, Disciplinary, Capability, Grievance and other policy areas. In addition, the team provides a revolving schedule of policy development and training delivery, ensuring that not only are the policies which the Council operates upon relevant and up to date, but that our staff and managers understand them, and are supported appropriately.
- 3.7. The HR admin team support all areas of the Council with all aspects of operational HR functions from recruitment and selection stage right through the employee life cycle. The team also support service design, and any targeted voluntary redundancies are carefully managed with a view to deploying employees wherever possible.
- 3.8. The Workforce Development team over the past six months has continued to develop supports for staff, despite a new Strategic Workforce Plan being placed on hold whilst work with the TOM is finalised (so as to ensure a relevant ‘Clacks context’ this work). In anticipation of the new financial year a new corporate training calendar, and mandatory approach was developed,

and work was finalised to ensure that in 2026/27 a new approach to leadership development will be rolled out in conjunction with an external delivery partner.

- 3.9. The team has also progressed work with its council wide Skills Matrix Project, bringing to a conclusion a pilot phase within the Workforce Development team prior to roll out across Council services. This sets the baseline for an important project moving forward, and one which will help ensure that we support and develop our workforce (particularly under the new TOM) to effectively deliver services to our communities.
- 3.10. As part of their standard offering, the Workforce Development team continues to deliver a range of learning and development opportunities for staff. Team members deliver a range of soft skills and policy focussed courses both hybrid (online) and face to face as part of the annual corporate training calendar, and on request (i.e. bespoke course requirements) from across Council service areas.
- 3.11. The Health & Safety team remains committed to ensuring a safe working environment. Over the period, the team has continued to deliver a significant programme of thematic audits across Council services and has continued to bolster and deliver the range of training courses being delivered in-house with a view to upskilling staff and ensuring best value for the Council in training delivery.

Finance and Revenues

- 3.12. Following recommendations from the Best Value Report, a Medium-Term Financial Strategy was developed and approved by Council in June. The annual Budget Strategy for 2026/27 was subsequently approved in May, setting out the key dates and activities for the budget process. This involved, three officer Budget Challenge sessions being held with Directors and Senior Managers to identify and review savings proposals. The outputs from these sessions were shared through briefing sessions with Elected Members and Trade Union representatives, with officer proposals provided on a confidential basis. Savings proposals were refined and updated throughout the year with Council ultimately approving a balanced budget in February 2026.
- 3.13. Quarterly outturn reports for 2025/26 were presented to the Audit and Scrutiny Committee throughout the year with the most recent in April 2026 for the outturn as of December. This showed a positive forecasted underspend position on the Councils General Fund by the end of 31 March 2026. Good progress was also reported on the achievement of savings with 86% of the £3.8m approved savings achieved or expected to be achieved.
- 3.14 In August, the Finance Team held a session with Senior Managers and Team Leaders on Financial Management. The objective of the session was to provide an overview of the Finance and Revenues Service, and to raise awareness of the governance supporting the Council's financial management responsibilities, including the Annual Accounts activity, and introducing the new medium-term Financial Strategy. The session was well attended and prompted discussion and questions.

- 3.15 Work continued through the year to conclude the audit of the 2023/24 annual accounts, with the audited accounts approved by Council in April 2026. This has been challenging due to the volume of audit scrutiny and competing priorities and turnover and recruitment within the Finance Team. The capacity of the External Auditors has also added to the delay. The delay in the 2023/24 audited accounts has also impacted on the preparation of the 2024/25 draft accounts with audit planning due to start in June 2026.
- 3.16 Throughout March, the Finance Team were also preparing for the closedown of the 2025/26 financial year.
- 3.17 Annual billing for both Council Tax and Non-Domestic rates was completed in advance of the start of the 2025/26 financial year. Further developments have been carried out within the Revenues Citizen Access Portal which is an online platform that provides access to Council Tax information. The Portal allows taxpayers to view their bills, update their details and apply for exemptions. E-billing has been rolled out which also allows electronic mailing of Council tax Bills reducing paper bills and postage costs.
- 3.18 An exercise was also undertaken to review those taxpayers receiving Single Persons Discount. This has resulted in the updating of Council Tax accounts and additional income being due. This has impacted slightly on Council Tax Collection rates with a drop of 0.1% on the previous years figure.
- 3.19 The Councils Contract Orders have been reviewed with the support of an external legal resource and were approved by Council in March in line with target.
- 3.20 Developments have been made within the Financial System – Technology One. This includes: a new dashboard module which has been added to the financial system to enhance management information available to budget holders and managers and work has also progressed to implement a new Procurement Module which is anticipated to be rolled out in the next few months. An AI agent for Finance has also been created, and data is being uploaded to assist with financial data trends and insights which will be used as part of the 2027/28 budget process.
- 3.21 Recruitment and retention challenges remain within the Finance Team, and work continues to recruit to both qualified and non-qualified staff.

Partnership and Transformation

- 3.22 The service continues to improve strategic and operational service delivery across a range of service delivery areas and transformational activities. Our work supporting civil contingencies response and preparedness continues with a focus on planning, exercising, training, and debrief activity as well as supporting response and recovery during significant and varied incidents that the Council responds to. Developments in the reporting period has included a full review of corporate and service business continuity plans, accredited workforce development and training for senior managers and team leaders; delivery of a major statutory multi-agency COMAH exercise at Blackgrange and participation in a national flu pandemic exercise (Pegasus) and coordination of Covid 19 UK and Scottish Covid Enquiry submissions.

- 3.23 Work has also continued to prepare for the Protect Duty (Martyns Law) as well as wider security preparedness for the Council and Council premises with the development of a corporate Building Security Policy. Work also continues through the multi-agency Local Resilience Partnership on joint planning and coordinated incident response with the Major Emergencies Operational Plan reviewed in the reporting period. Work has also progressed on the emergency planning and resilience workstream of the Transformation through Collaboration programme with Falkirk and Stirling Councils.
- 3.24 The communications and customer services team continue to support customers through the contact centre and at Kilncraigs reception. The Councils customer team continue to provide high levels of service delivery responding to on average of over 5000 telephone calls and 2500 emails weekly with an average call waiting time of 55 seconds. Work has progressed on the communications and engagement transformation project with stakeholder engagement and mapping work complete and draft strategy being reviewed.
- 3.25 Good progress has been made on IT and Digital Transformation over the reporting period with a continued focus on security and network infrastructure programme of works as part of our Public Sector Network reaccreditation. The IT and Digital programme board and Technical Design Authority continue to provide oversight of the programme which has included the implementation of a new telephony system for the Council, ongoing technical work supporting the digital transformation agenda and implementation of new systems including the housing management system and social work system. In addition, progress continues to be made on Mobile Device Management (security) implementation; Windows 11 implementation; VMware replacement programme and the tender evaluation for the network replacement programme.
- 3.26 The service also continues to lead on the development of a revised performance management framework which will enable the effective delivery of the Target Operating Model and agreed outcomes. This approach will integrate and bring together planning and reporting on corporate and service planning, risks, statutory performance reporting, continuous improvement and self-assessment activity and ensuring alignment with national approaches too. Optimising digital and data solutions including power BI and AI tools is also part of this ongoing programme of work. Over the reporting period the service has continued to provide detailed analysis and reporting of both the Councils risk management approaches, statutory performance reporting and integrated improvement reporting (Annual Governance Statement, internal audit actions and external audit actions).
- 3.27 Over the reporting period work progressed on several key corporate strategies including the Mainstreaming Equalities, Diversity and Human Rights Outcomes 2025/29, and review and implementation of a refreshed Equality and Fairer Scotland Impact Assessment process and guidance; development and stakeholder engagement on the Councils British Sign Language Plan; development and engagement on the Councils Gaelic Language Plan and work in preparedness of the first UNCRC progress report.
- 3.28 Good progress has also made on community planning partnership approaches and delivery of the Local Outcomes Improvement Plan 2024/34.

Following a development day with partners in November 2025, two priority areas of work have been agreed: Whole Family Support – working together to support families earlier and prevent crisis and Employability – creating new jobs and developing future skills and pathways. A revised structure and operating model for the Community Planning Partnership (CPP) has been considered by partners which strengthens integration, clarifies expectations of all partnerships and aligns with national learning that CPPs are most effective where governance is simplified and implementation is organised around clearly defined outcome focussed delivery arrangements.

Legal & Governance

- 3.29 Legal & Governance continues to play a key role in supporting the Council's strategic and operational delivery, responding to sustained high demand across a wide range of service areas. The service is also continuing to embed a culture of accountability, compliance, and continuous improvement through focused initiatives and collaborative working.
- 3.30 Progress has been made in strengthening internal controls and assurance. With our new Corporate Fraud Officer commencing in February 2026. Since starting work has progressed drafting our Fraud Strategy, updating the Council's Whistleblowing Policy and developing training for officers on Fraud.
- 3.31 Work on the Ceremony Room at the Speirs Centre is now complete, and the Senior Registrar is actively marketing the room for use. The Registrars continue to review increasing capacity of wedding ceremonies as well as the Scottish Certificate provision.
- 3.32 The Legal Team has supported several major Council projects over the reporting period, including:
- Capital receipts
 - SoS EV Project
 - Partnership Agreements with Falkirk & Stirling Councils for provision of services
 - Integrated Joint Board clerking and legal advice
 - Learning Estate – works required
 - Sale and Leaseback of Grant Street (Vardy)
 - Community Asset Transfers
 - Off Shelf Purchases
- 3.33 Demand for legal services remains high, particularly in support of the Council's Transformation Programme. A litigation support resource has been appointed and is progressing towards completion of a Paralegal Certificate. A trainee solicitor has also been appointed, with a traineeship spanning two years. Arrangements have been put in place with one of the Council's external legal advisors to support aspects of this traineeship, including a proposed six-

month secondment to develop specialist experience in procurement. As part of this arrangement, the Council will also host a trainee solicitor from the external firm for a six-month period to provide exposure to local government practice. Recruitment is currently underway to fill a recently vacated team post as well as a licensing paralegal role.

- 3.34 Officers in both Legal and Licensing teams continue work with the Digital Transformation Team to streamline processes for our customers/clients. Unfortunately, there have been continued delays in procuring the case management system. Fife Council had an internal issue with migration of existing, high-volume files onto the new platform and sought further clarifications from the suppliers. They are now actively working through reviewing the proposals and progressing any clarification requirements as they arise. It is anticipated that the initial review will be concluded imminently, with materials ready to share soon.
- 3.35 Significant progress has been made in Information Governance, with the Scottish Information Commissioner noting improvements in recent correspondence. The team has implemented enhanced procedures for managing Freedom of Information and Subject Access Requests, alongside rolling out training across services. A dedicated officer has been recruited to support data protection requirements within the Place and Economy service area, further strengthening the Council's compliance framework.

Transformation

- 3.36 The Council's Be the Future Transformation Programme has made significant progress in the last 6 months. In terms of governance regular updates are provided to the Be the Future Board and Council, with a benefits realisation plan now in place.
- 3.37 Work is progressing to establish a robust approach to measuring and realising the benefits of programme, ensuring that outcomes can be clearly demonstrated and reported. KPI's have been produced at a project level and also at a programme level that are outcome focussed. To avoid duplication and to maximise the value we gain from data, we are now working with the performance team to align with the new performance management framework.
- 3.38 The highlights for the top three priority themes are as follows:

Digital and Data Transformation

- 3.39 A 5-year roadmap is underway to make the Council more connected and efficient. The roadmap is structured across short, medium, and long-term phases, allowing flexibility to adapt to rapid technological advancements, particularly in generative AI and automation.
- 3.40 During 2025–26, the Digital and Data Transformation Programme successfully delivered a range of live digital services, including multiple Customer Service Hub solutions – digital licensing, a new complaints management system, online Roads applications, and fuel vouchers. Deployment of the first automated reminder bots and the successful Social

Housing sensor pilot is supporting improved outcomes in areas such as housing and environmental monitoring.

- 3.41 At the same time, the Council strengthened its foundations for future transformation through improved data governance frameworks and the integration of 623 data sets into the Clacks Data Model. Five teams have been onboarded on the Data Platform and are using dashboards to support operational and strategic decision making. Additionally, the structured preparation for AI and Copilot adoption through governance, assessment and policy development is positioning the organisation to scale digital, data and AI benefits in future years.
- 3.42 Procurement is progressing on a new social care case management system with the tender published in March 26. which will transform service delivery,

Workforce Strategy

- 3.43 The Council's primary workforce priority is developing a Strategic Workforce Plan to support its Target Operating Model (TOM). Supporting this are key organisational development initiatives, including the rollout of the Skills Matrix project, new leadership programmes, and ongoing improvement of learning, engagement, and staff communication. (further detail in the HR and Workforce Development section of the report above)

Asset Management Strategy

- 3.44 A New Corporate Asset Management Strategy was approved and is now in delivery. The strategy aims to align physical assets with Council priorities, maximise financial investment and community benefit and to enhance sustainability, resilience, and risk management. An Asset Management Board is now set up for oversight of this work.
- 3.45 Work on our TOM continues in parallel with the Collaboration work with Falkirk council. This Discovery work is complete which assessed the opportunities for collaboration, exploring the scope, potential benefits and financial sustainability of potential opportunities of working together

4.0 Conclusion

- 4.1 The Partnership and Performance Directorate continued to deliver a broad spectrum of essential services that underpin the Council's operational resilience and strategic ambitions. Over 2025/26, the Directorate has demonstrated tangible progress across key areas including workforce development, digital transformation, governance, and customer service.
- 4.2 Overall, the Directorate not only maintained core service delivery but actively enabled and supported the Council's transformation agenda.

5.0 Sustainability Implications

- 5.1 There are no direct sustainability implications arising from this report.

6.0 Resource Implications

6.1 Financial Details

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

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

6.4 Staffing

There are no staffing implications arising from this report.

7.0 Exempt Reports

7.1 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**

Complies with relevant Council Policies

8.0 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes

8.2 If an impact assessment has not been undertaken you should explain why:

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been undertaken specifically for the Partnership and Performance Business Plan 2025–2026 update as it is a progress report.

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 – 2025/26 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)

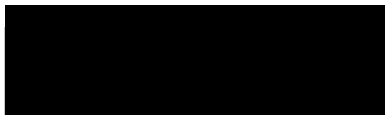
Yes (please list the documents below) No

Business Plan 2025/26 (link can be found at <https://www.clacks.gov.uk/document/meeting/1/1288/8208.pdf>)

Author(s)

| NAME | DESIGNATION | TEL NO / EXTENSION |
|----------------|--------------------|--------------------|
| Chris Alliston | Strategic Director | 2184 |

Approved by

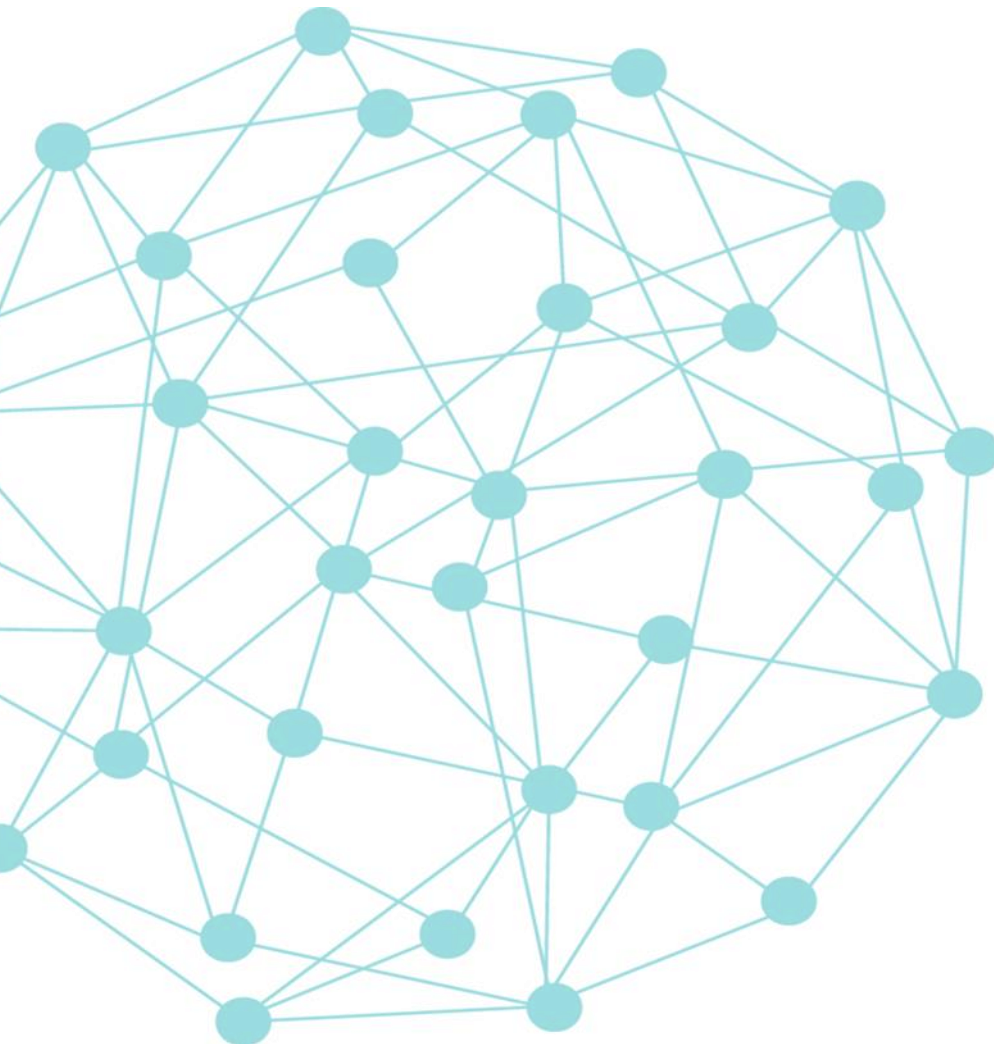
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| Chris Alliston | Strategic Director |  |



Partnership & Performance

Business Plan 2025-26

(Annual Review)

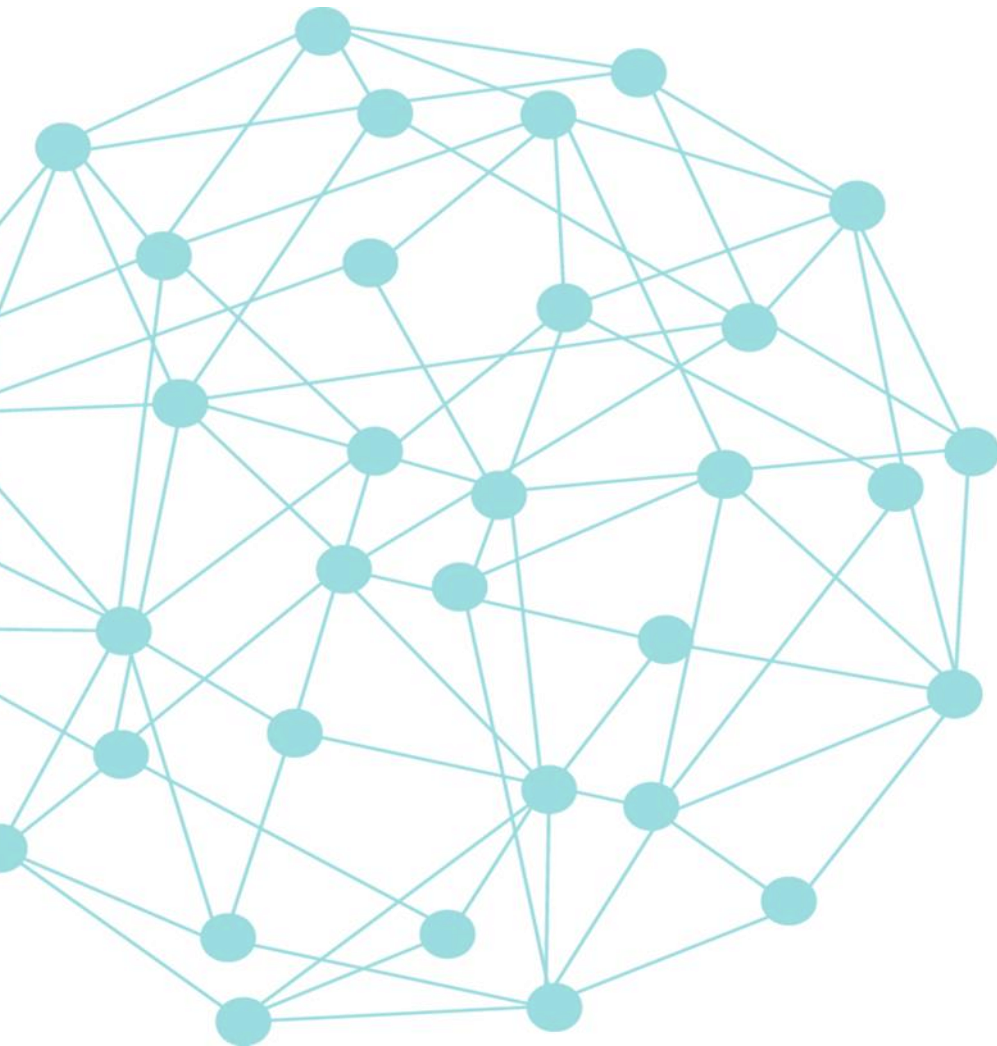


**Be the
FUTURE**

KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

| Strategy or Policy | Approve d/ last reviewed | Date for review | Progress Update as at 30 th September 2025 |
|---|--------------------------------|--------------------|---|
| Annual Budget Strategy (reviewed on an ongoing basis) | 2025 | 2026 | Complete – Complete May 2026 |
| Strategic Workforce Plan | 2022 | 2025 | Pending – to be developed in line with Council TOM |
| Gaelic Language Plan for Clackmannanshire | 2021 | 2025 | In progress |
| British Sign Language Plan for Clackmannanshire | 2019 | 2025 | In progress |
| Procurement Strategy | 2018 | 2025 | In progress |
| Digital and Data Transformation Strategy (including AI) | 2019 | 2025 | In progress |
| Corporate Communications and Marketing Strategy | 2013 | 2025 | In progress |
| Major emergencies operational procedures and Civil Contingencies Guidance | 2022 | 2025 | In progress |
| Business Planning Guidance and Performance Management Framework | 2019 | 2025 | In progress, being developed in line with Council TOM |
| Consultation Guidance and Toolkit | 2023 | 2026 | Will be reviewed to align with the Communications and Engagement strategy in 2026 |
| Council Complaints Handling Procedure | 2021 | 2025 | In progress |
| Standing Orders | 2019 | 2025 | In progress |
| Scheme of Delegation | 2014 | 2025 | In progress |
| Financial Regulations | 2023 | 2026 | In progress |
| Contract Standing Orders | 2019 | 2025 | Complete 2025/26 |
| Fraud and Anti-Corruption Policy | | 2026 | In progress |
| Health, Safety and Wellbeing Strategy | 2025 | 2028 | In progress |
| Whistleblowing Policy. | 2023 | 2026 | Update drafted and awaiting Policy Group input then up to Council for approval |
| Regulation of Investigatory Powers (Scotland) | 2019 | 2025 | In Progress |

| | | | |
|-----------------------------|------|------|---|
| Social media and Guidelines | 2020 | 2025 | In progress – work to finalise the social media strategy will follow the completion of the communications strategy to ensure alignment. |
| Petition Guidance | 2023 | 2026 | Will be developed during 2026 |
| Building Security Policy | | 2025 | In progress |



4 DELIVERY PLAN

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

Business Plan 2025-26

Service objective / priority

Key Organisational Performance Results

| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|---|---------|---------|---------|------------------|---|------------------|--|-----------------------------------|
| | | Value | Value | Value | Value | Target | Value | | |
| ALL FRD L&D | Instances of Fraud detected | 0 | 0 | 1 | 0 | 0 | 0 | There have been no instances of fraud reported over the period. The newly appointed fraud officer will prioritise governance processes & policy, reporting and investigation routes and prevention activities. | Senior Manager Legal & Governance |
| ALL ICO L&D | Number of organisational data breaches reportable to the Information Commissioner | 4 | 3 | 2 | 1 | 0 | 4 | Performance has declined with an increase in reported breaches. A review is undertaken following each reported breach to inform lessons learned. | Senior Manager Legal & Governance |
| RAP CTA 002 | Cost of collecting Council Tax (per dwelling) | £3.70 | £5.27 | £5.52 | Not yet reported | 24/25 Scottish average (not yet reported) | Not yet reported | Not yet reported | Senior Manager Finance & Revenues |

| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|--|---------|---------|---------|---------|--|-----------|--|--|
| | | Value | Value | Value | Value | Target | Value | | |
| RAP CTA 01a | Council tax collected within year (excluding reliefs & rebates) | 96.2% | 96.9% | 95.9% | 96.2% | 24/25 Family Group median (not yet reported) | 96.1% | Collection rate impacted from Single Persons Review carried out within 2025/26 | Senior Manager Finance & Revenues |
| ALL AB1 GOV | Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees) | 13.57 | 14.02 | 14.90 | 12.99 | 12.00 | 14.18 | Performance is in line with previous years trends, although is higher than reported in 24/25. Absence management processes continue to be subject to concerted managerial focus. | Senior Manager HR & Workforce Development |
| RAG CRD 003 | Invoice Payment Within 30 Days | 89.9% | 88.6% | 92.2% | 91.7% | 24/25 Scottish average (not yet reported) | 90.06% | Positive progress is demonstrated compared with previous years performance. | Team Leader; Senior Manager Finance & Revenues |
| RAP PMT 001 | Crisis grant decisions within 1 day | 96.7% | 99.3% | 98.5% | 99.7% | 99.7% | 100% | Positive performance trends continue. | Senior Manager Revenues & Finance |
| RAP PMT 002 | Community care grant decisions within 15 days | 95.8% | 98.7% | 99.5% | 100.0% | 100.0% | 100% | Positive performance trends continue. | Senior Manager Revenues & Finance |

| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|---|---------|---------|---------|---------|--|-----------|--|---|
| | | Value | Value | Value | Value | Target | Value | | |
| GOV EQO 02b | The percentage of the highest paid 5% of earners among council employees that are women | 59.8% | 58.2% | 50% | 60.2% | 51.1% (women in Scottish working age population) | 61.32% | Positive performance continues demonstrating a health level of gender representation within top pay bands. | Senior Manager Partnership & Transformation |
| GOV EQO 03a | The gap between the average hourly rate of pay for male and female Council employees | 2.1% | 1.0% | 0.1% | 0.2% | 0.0% | 0.8% | The gender pay gap is minimal indicating a strong level of pay equity. | Senior Manager Partnership & Transformation |

Partnership & Performance: Financial Results

| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|---|---------|---------|---------|---------|-----------|-----------|---|--|
| | | Value | Value | Value | Value | Target | Value | | |
| P&P SAV FRV | Percentage of Partnership & Performance budget savings achieved | 83% | 100% | 43% | 99.18% | 100% | 92.5% | £47.5k unachieved savings relate to, £12k asset valuations as no valuer in Place, £5.5k Obsolete IT equipment not able to be sold and £30k MFD saving | Strategic Director - Partnership & Performance |

| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|--|---------|---------|---------|-----------|-----------|----------------------|---|--|
| | | Value | Value | Value | Value | Target | Value | | |
| P&P VAR FRV | Outturn variance based on budget - Partnership & Performance | - | (£294k) | £276k | £(1.258m) | 0 | £(1.051)m underspend | Strategic Director £28k overspend Finance & Revenues £(0.587)m under HR & WD £(0.039)m under L&G £(0.155)m under P&T £(0.298)m under Working smarter – on budget | Strategic Director - Partnership & Performance |

Partnership & Performance: Customer Results

| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|--|---------|---------|---------|---------|-----------|-----------|---|--|
| | | Value | Value | Value | Value | Target | Value | | |
| P&P C03 CUS | % formal complaints dealt with that were upheld/partially upheld - Partnership & Performance | 17% | 54% | 27% | 33% | 0 | 32% | Performance continues to track in line with previous years. | Strategic Director - Partnership & Performance |

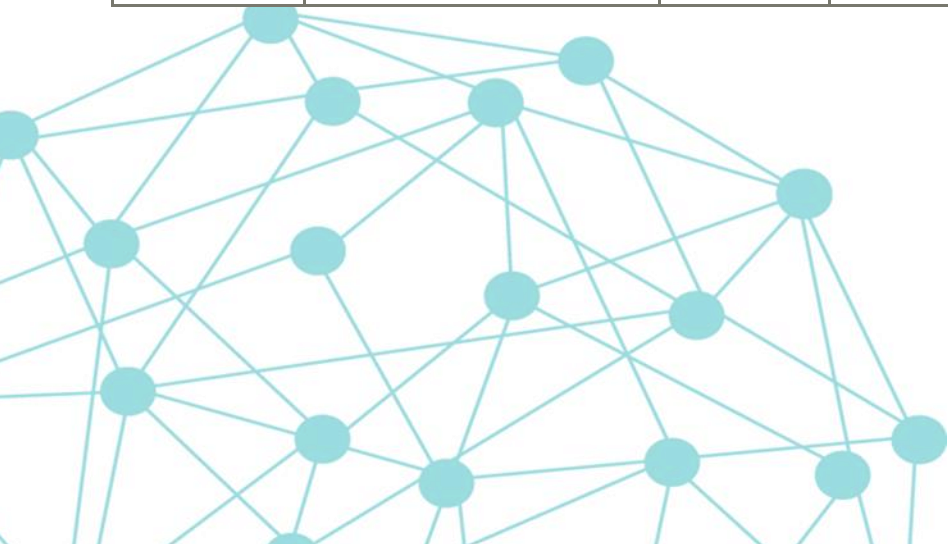
| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|---|---------|---------|---------|---------|-----------|-----------|---|--|
| | | Value | Value | Value | Value | Target | Value | | |
| P&P C10 CUS | % formal complaints closed within timescale - Partnership & Performance | 25% | 33% | 63.6% | 67 % | 100% | 41% | Performance has shown a decline when compared with the previous two years data. This performance will be reviewed and improvements identified. Complaints data is considered at each management team and will continue to be an area of managerial focus. | Strategic Director - Partnership & Performance |
| P&P CNQ BUS | % Councillor Enquiries responded to within timescale - Partnership & Performance | 55% | 62% | 77.3% | 66.66 | 100% | 100% | Performance has shown an improvement over the reporting period with all councillor enquiries responded to within the timeframe. | Strategic Director - Partnership & Performance |
| P&P FOI GOV | % Freedom of Information requests responded to within timescale - Partnership & Performance | 73% | 88% | 73.5% | 74.8% | 100% | 80.5% | Performance has shown positive movement when compared with previous years as a | Senior Manager Legal & Governance |

| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|--|---------|---------|---------|---------|-----------|-----------|---|--|
| | | Value | Value | Value | Value | Target | Value | | |
| | | | | | | | | result of concerted managerial efforts. | |
| P&P MPQ BUS | % MP/MSP enquiries responded to within timescale - Partnership & Performance | 24% | 50% | 25% | 83.33 | 100% | 88.9% | Clear progress demonstrated with strongest performance in last 5 years. | Strategic Director - Partnership & Performance |
| NEW | % calls answered by Contact Centre | - | 79% | 83% | 85.5 % | 100% | 89% | Performance continues to improve year on year due to concerted efforts from the customer services team. | Senior Manager Partnership & Transformation |
| NEW | Average waiting times for calls to be answered (in minutes) | - | 1.59 | 1.19 | 1.35 | 0 | 0.49 | A notable improvement in average call waiting time, due to concerted efforts from the customer services team to meet the 100% target. | Senior Manager Partnership & Transformation |




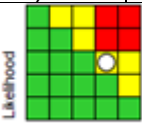















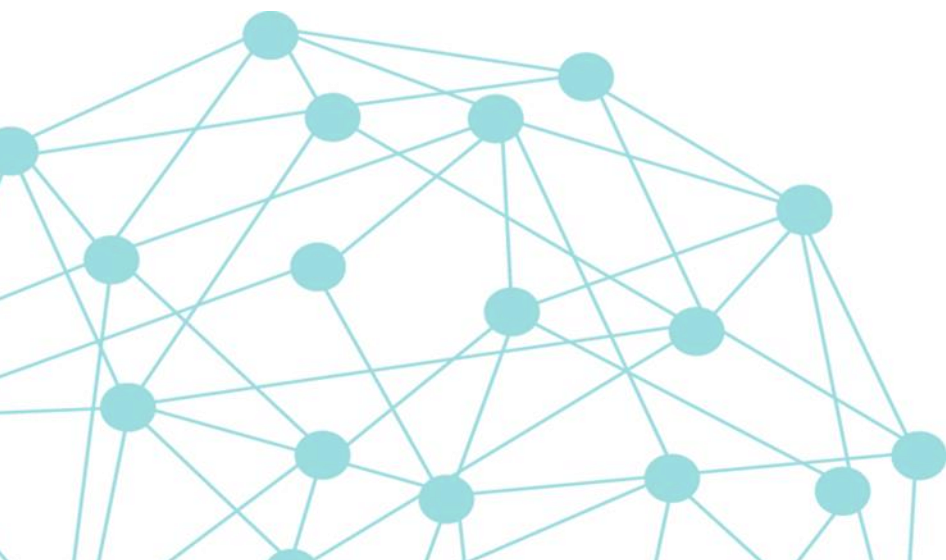
Partnership & Performance: People Results


| Code | KPI | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-2026 | 2025-2026 | Commentary As at 31 March 2026 | Lead |
|-------------|---|---------|---------|---------|---------|-----------|-----------|---|--|
| | | Value | Value | Value | Value | Target | Value | | |
| P&P MDT HWD | Percentage of employees who have completed mandatory training by the due date | 24% | 50% | 52% | 100% | 100% | 94% | Performance has improved significantly in this reporting period as a direct result of managerial efforts. Where mandatory training has not been completed this relates to those employees currently absent from work. | Strategic Director - Partnership & Performance |
| P&P AB1 GOV | Average FTE Days Sickness Absence (Partnership & Performance) | 8.19 | 8.85 | 9.99 | 8.88 | 5.00 | 9.73 | Performance has declined slightly compared with previous years. Managing absence continues to be considered at each management team and will continue to be an area of managerial focus. | Strategic Director - Partnership & Performance |






Key to symbols used in this report




| PIs | | ACTIONS | | RISKS | | | |
|---|--|---|---------|---|-------------------------|---|---|
| Long Trend (Overall trend over longer term) | | Status (Compares actual performance with target) | | Status | | | |
| | | 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 | | |









| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------------|--|--|-------------|---|---|--|
| New | Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management, and a review of appropriate plans including our Major Emergencies Operational Plan (MEOPs). | <ul style="list-style-type: none"> Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Sustainable Inclusive Growth | 31-Mar-2026 |  | <p>We continue to work across established resilience partnerships on planning, preparedness, training and exercising. Locally a review of key plans and policies is underway including a review of our Major Emergencies Operational Procedures; corporate and service level business continuity plans and national power outage plans.</p> <p>A major statutory COMAH exercise was held in the reporting period as well as a care for people exercise and exercise Pegasus undertaken with resilience partners. Work is ongoing to review our Major Emergencies Operational Plan (MEOPS) and the Councils corporate Business Continuity Plan. Early work is underway on the Transformation through Collaboration emergency planning and resilience workstream with Falkirk and Stirling Council. Emergency Planning training has been implemented to SLF on Civil Contingencies.</p> | Strategic Director - Partnership & Performance |



| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------------|--|--|-------------|---|---|---|
| New | Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties. | Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth | 31-Mar 2026 |  | Work continues to ensure the Council is compliant with statutory duties and we continue to work in partnership across Forth Valley through the multi-agency Contest Board. A Protect Duty working group has been established to make appropriate arrangements in line with the statutory guidance. Arrangements continue to be in place to manage Prevent related referrals and Prevent multi-agency panels where these are required. | Senior Manager Partnership & Transformation |
| P&P 20 003 | Continue to support consultation and engagement activities (budget and corporate strategies). | Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth | 31-Mar-2026 |  | Continued support for consultation and engagement activities has been maintained with 31 formal consultations completed during 2025/2026. 22 of these have informed corporate activities including budget and strategy development. | Senior Manager Partnership & Transformation |
| New | Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010. | Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing | 31-Mar-2026 |  | Council approved the Mainstreaming Equalities, Diversity and Human Rights refreshed outcomes in September 2025 which is now published on the Councils website. A review of our Equality and Fairer Scotland guidance and template have been undertaken by independent specialists to ensure it is fit for purpose with the updated versions shared with staff and published on Connect. An equality, diversity and human rights | Senior Manager Partnership & Transformation |




| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|---------------|--|---|-------------|------------------|--|---|
| | | Sustainable Inclusive Growth | | | <p>officer was employed in January to lead the implementation of the Mainstreaming plan. Strengthened arrangements are in place to support compliance with the Equality Act 2010 including enhanced collaboration, stakeholder engagement and staff training. For example, a cross-Council equalities network has been established and targeted engagement has been undertaken with groups such as the Older Adults Forum. Improved completion of Equality impact Assessments and the integration of accessibility within the digital strategy support more consistent and inclusive decision making across services. Work is underway to refresh the Gaelic Language Plan 2026/2031 and to consult on the refreshed British Sign Language Plan 2026/31.</p> | |
| P&P 20 013 | Conclude the P&P Redesign, including implementation of immediate workforce plan priorities | Improve corporate governance Corporate risk mitigation | 31-Mar-2026 | ▶ | <p>Finance and Revenues: phase 2 of the redesign for Finance is no longer being taken forward, incremental changes have been made to realign support as posts become vacant.</p> <p>Legal & Governance: as a result of competing priorities the redesign of Legal & Governance continues to be challenging. The plan on redesign has been completed but further due diligence is required. It is anticipated this will be completed within the timelines provided.</p> | <p>Senior Manager Finance & Revenues</p> <p>Senior Manager Legal & Governance</p> |



| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|--|-------------|---|---|--|
| | Approval of 2023/24 and 2024/25 Annual Accounts | Enable meeting of statutory requirements Improve corporate governance | 31-Mar-26 |  | The 2023/24 annual accounts were approved by Council on 23 rd April. External Audit will commence the audit planning work for 2024/25 in July with timescales for conclusion of the audit to follow. | Senior Manager Finance & Revenues |
| | Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee | Enable meeting of statutory requirements Improve corporate governance | Ongoing |  | Actions arising from internal audit continue to be actions. Regular reporting is presented to A&S Committee and outstanding actions is a regular agenda item at SLG and Portfolio SMTs. | Strategic Director - Partnership & Performance |
| | Enable an approved balanced budget 2026/27 | Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth | 31-Mar-2026 |  | Council approved a balanced budget for 2026/27 in February 2026. | Senior Manager Finance & Revenues |



| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|--|-------------|---|--|--|
| New | Review, streamline and integrate Performance Management and Best Value approaches and delivery models. | Enable meeting of statutory requirements Improve corporate governance | 31-Mar-2026 |  | All recommendations from corporate strategic self-assessment and external audit work is now collated as the Councils Improvement Plan which is aligned directly to our corporate risk and integrity approach. ESLG approved a streamlined approach to reporting Best Value, External Audit and AGS recommendations/improvement actions to one annual report and one midyear update report to Audit and Scrutiny from 2026/2027. A new national self-assessment approach will set the baseline for future self-assessment and governance assurance activity which is expected April 2026. | Senior Manager Partnership and Transformation |
| | Continue to deliver a focused programme of SLF and TLF sessions | Improved Governance Reduced risk of governance breach Improved Internal Audit Assurance | 31 Mar 2026 |  | There were 13 events held between April 2025 and March 2026 for Senior Leadership forum and/or Team Leaders Forum. Each event focused on a different governance theme including for example financial management, business continuity and health and safety. | Strategic Director – Partnership and Performance |
| | Workforce Planning Sessions to be undertaken with all Directorates to inform the Strategic Workforce Plan 2025-2028 and creation of Directorate Workforce Plans. | Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff | 31-Mar-2026 |  | Development of a new Strategic Workforce Plan will be progressed once further work with the Council's TOM are made (particularly around the identification of priority outcomes). This is crucial to ensuring the workforce plan, and associated OD development work are aligned to the Council's vision, values, and outcomes. | Senior Manager – HR and Workforce Development |




| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|--|---------------|---|---|---|
| | Training in combating fraud and corruption for relevant officers | Increased identification of potential fraud and corruption | 31-Mar-26 |  | A Corporate Fraud Officer has now been recruited. Key priorities/tasks are: governance processes and policy reporting and investigation routes; and prevention activities. | Senior Manager Legal & Governance |
| | Undertake a refresh of the Council's Digital Strategy also incorporating AI | Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce Collaborating and Innovating Locally | 30-June- 26 |  | A working draft is completed with the final strategy still on target to be completed by June 26. The draft aligns with the national digital and AI strategies and will also maximise opportunities to work with partners. The strategy will enable the Council to deliver inclusive, ethical, and innovative public services—empowering our people, communities, and partners through data, AI, The supporting action plan is being co-designed through structured stakeholder consultation, embedding diverse perspectives and operational realities to align the refreshed digital strategy with user needs, organisational priorities, and delivery considerations. | Senior Manager Transformation and Capital |
| NEW | Develop a timetable for review of all key governance documents which form part of our Local Code of Governance | Ensure policies and processes are fit for purpose to ensure robust decision making and greater scrutiny | 31 March 2026 |  | A new SharePoint site provides an essential repository for all key governance documents with the date of their approval and renewal dates. Ongoing review of key governance documents will form part of the revised business planning process and associated timeframes and annual governance assurance process. | Senior Manager, Legal & Governance |




| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|--|-------------|---|--|---|
| New | Complete Annual Governance Statement actions | The AGS explains how the Council has complied with the terms of the Local Code for the relevant financial year, and is part of the Councils annual audit process. Improvements to our AGS process have been implemented throughout 2025/26, with the AGS actions forming part of a consolidated corporate improvement action plan. | Annually |  | <p>Work is progressing to consolidate and streamline the Council's corporate continuous improvement activity, including the Annual Governance Assurance process. The Corporate Risk and Integrity Forum now provide oversight of all corporate improvement actions, aligned to the integration of risk and performance management. Senior Managers are accountable for delivery of action groups, supported by named officers responsible for individual actions.</p> <p>The end-of-year Annual Governance Statement (AGS) action progress report (to 31 March 2026) will be considered by the Audit & Scrutiny Committee on 11 June 2026. The 2025/26 AGS self-assessment will take place in early 2026/27, with rollover and new actions informing a refreshed Improvement Plan.</p> | <p>Senior Manager of Legal & Governance</p> <p>Senior Manager of Partnership and Transformation</p> |
| NEW | Provide regular updates on the Council's Medium Term Financial Strategy (MTFS) | <p>MTFS sets out how the Council intends to manage its finances through the medium term (5 years)</p> <p>Supports Financial Resilience</p> <p>Regular updates through Budget Strategy Report</p> | Nov & March |  | Indicative budget gap updated in the 2026/27 Budget Setting Paper to Council in February 2026 and an update provided in the Budget Strategy Report approved in May 2026. | Senior Manager Finance & Revenues |

| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|---|-----------|---|---|---|
| NEW | Deliver the Council's Strategic Workforce plan, ensuring that it is tied into and reflective of the Target Operating Model | Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff Improved ability to respond to changing demands | 31-Mar-26 |  | Development of a new Strategic Workforce Plan will be progressed once further work with the Council's TOM are made (particularly around the identification of priority outcomes). This is crucial to ensuring the workforce plan, and associated OD development work are aligned to the Council's vision, values, and outcomes. | Senior Manager – HR & Workforce Development |
| NEW | Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy | Improved leadership resilience Upskilled leaders and managers More collaborative and innovative workforce | Nov 25 |  | Work is now underway with an external provider to deliver these programmes. An initiation project is underway ensuring alignment to the Council's culture (both current and aspired), with programmes scheduled to begin delivery in September 2026. | Senior Manager – HR & Workforce Development |
| NEW | Undertake preparations and ensure resourcing for any election | Where the Council is unable to deliver any election (which may include a bye election) then it would result in the following: - breach of its statutory requirements. - reputation damage (political discourse); - personal liability on the Returning Officer (currently the Chief Executive) in not delivering an election | Ongoing |  | Work on the Scottish Parliamentary Elections is complete and work is commencing on the Local Government Elections for 2027. The election working group which consists of the Returning Officer and key service representatives continues to meet. | Senior Manager of Legal & Governance |


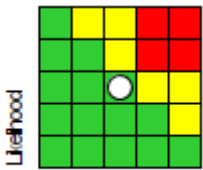
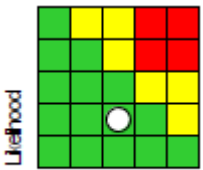
| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|---|-----------|---|---|--|
| NEW | Undertake a review of, and deliver on the Directorate's responsibilities under the UNCRC | Ensuring legal compliance | Ongoing |  | The key action identified from the self-assessment audit was the delivery of the Child Friendly Complaints process. Delivery of this is part of the Portfolio Business Plan for 2025/26 and is also linked to implementation of new Corporate Complaint system which has been implemented. A review of the complaints policy, procedure and guidance has been completed in light on the UNCRC requirements. | Strategic Director – Partnership and Performance |
| NEW | Conclude work on a review of the Council's policy and strategic landscape, identifying opportunities for rationalisation | As part of work on the Councils ecosystem for best value, and linked with improvement actions in the AGS and business planning process, mapping and alignment of the Councils strategic and policy landscape will be completed. | 31-Mar-26 |  | Improvement work has concluded with a new SharePoint site having been created as a central repository for the Councils policies, procedures, strategies and Key documents. This site also contains a link to a new national portal that provides a list of all Council Powers and Duties. This site will be updated regularly on approval of new or revised documents. By bringing everything together in one place, it is easier for staff to quickly find and use the information they need – supporting efficient, consistent and collaborative working across our services. | Senior Manager of Partnership and Transformation |

| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|---|--|-------------|---|--|--|
| NEW | Subject to the completion, roll out the Council's Complaint system which includes review of the Council's policies and procedures | This new system will implement an improved Complaints Recording system, ensure a consistent approach to handling complaints supported by clear policies and procedures which are accessible and clearly articulated. | 31 Dec 25 |  | The Complaints System is now implemented. A review of the complaints policy, procedures and guidance has been completed in light of the UNCRC requirements and SPSO good practice/model complaints process. | Senior Manager of Legal & Governance Senior Manager of Partnership & Transformation |
| NEW | Deliver a new staff intranet in line with the Council's digital transformation aspirations | In line with the Council's digital transformation, a new employee intranet will be delivered replacing Connect. This will make use of the latest technology available, but the content will also be shaped by employees through engagement ensuring that staff have access to the information to help them do their jobs and that key information is effectively communicated. | 31 March 26 |  | Work is ongoing to replace the employee intranet (connect) with a modern replacement using MS Sharepoint functionality with oversight through the IT and Digital Programme Board. Good progress has been on designing the site pages and on creating content and engagement is ongoing with key services to seek feedback and make final amendments. A socialisation and comms plan will be developed to support roll out of the site. | Senior Manager of Partnership & Transformation |


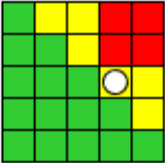
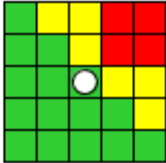
| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|--|-----------|---|--|---|
| NEW | Complete a programme to refresh ICT policies | Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance | Ongoing |  | Work to complete a programme of ICT policies has been slower than anticipated due to available resource and capacity deployed onto key infrastructure and security projects. Progress does however continue to be made with a prioritisation approach adopted. One policy is complete and a further two are at advanced draft stage. | Senior Manager of Partnership & Transformation |
| NEW | Deliver on the outputs of the Communications and Engagement strategy transformation programme. | Transform the Council's approach to internal and external engagement and participation (including but not exclusively the Be the Future programme) Develop a transformed capacity and approach re engagement and participation. | 31-Mar-26 |  | A detailed audit report has been submitted alongside the first draft of the Communication and Engagement Strategy which officers are currently reviewing. | Senior Manager Transformation and Capital Senior Manager of Partnership & Transformation |
| NEW | Implement the 25/26 Risk Strategy Delivery Plan | Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance | 31 Mar 26 |  | Progress on the risk strategy delivery plan is reported separately to Audit and Scrutiny on a regular basis. Whilst there has been some slippage due to officer capacity and other workload pressures, significant focus remains on completing and finalising actions in the plan as early as is practicable. Oversight of implementation of the plan is through the Risk and Integrity Forum, with scrutiny provided through A&S Committee. | Senior Manager of Partnership & Transformation |

| Code | ACTION | Impact | By When | Expected Outcome | Update as at 31 March 2026 | Lead |
|------|--|--|-----------|---|---|--|
| New | Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure. | Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce Collaborating and Innovating Locally | 31 Mar 30 |  | The Digital and Data transformation programme has an agreed 5 year roadmap. Significant progress has been made in putting in place the foundational systems and skills needed to grow and enhance the programme. Significant progress has been made in delivering new digital services and strengthening the Council's data and governance foundations. Key systems are now live, data platform adoption has expanded, and preparations for AI and Copilot are underway to support future transformation. | Senior Manager Transformation and Capital |
| New | Implement further M365 functionality including delivery of SharePoint and One Drive. | Improved Service Delivery Smarter Use of Data Investing in People and Infrastructure Empowered and Skilled Workforce | 31 Mar 26 |  | The IT and Digital Programme Board and Be the Future Strategic Oversight Group provide overall governance and monitoring of ongoing M365 implementation. A small number of users remain to be migrated to M365 with plans in place to achieve migration and work well underway to migrate shared mailboxes and implementation of sharepoint functionality. | Senior Manager of Partnership & Transformation |
| New | Strengthening of the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements. | Collaboration, innovation and partnership working Improving outcomes for Clackmannanshire Improved service delivery | 31 Mar 26 |  | Good progress has been made following a partners development workshop in November 25. Since, a continued focus on two key priorities has been taking forward by partners and consideration on a revised and transformational structure and operating arrangements for the CPP has been progressed. Final agreement on that structure and arrangements is anticipated in the Summer. | Senior Manager of Partnership & Transformation |


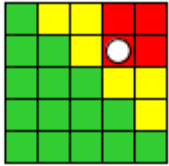
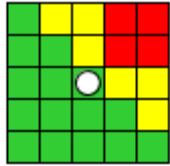
Business Plan Appendix - Service Risk Register


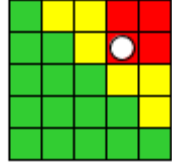
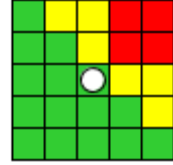
| ID & Title | P&P SRR 001 | Catastrophic Business interruption | Status |  | Managed By | Strategic Director - Partnership & Performance | Current Rating | 9 | Target Rating | 6 |
|------------------|--|---|-------------------|--|---|---|----------------|---|---------------|---|
| Potential Effect |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

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

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



| ID & Title | P&P SRR 006 | Labour Shortages lead to Governance Failure | Status |  | Managed By | Strategic Director - Partnership & Performance | Current Rating | 16 | Target Rating | 9 |
|------------------|--|--|-------------------|---|---|---|---|----|---------------|---|
| Potential Effect | There is a risk that the labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms. | | | | | | | | | |
| Related Actions | New | Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010. | Internal Controls | | Internal Audit Programme |  Likelihood Impact |  Likelihood Impact | | | |
| | P&P 20 012 | Embed new Health & Safety Management System | | | External Audit Assurance & Improvement Plan | | | | | |
| | P&P 20 019 | Lead on the approach to deliver approved Annual Accounts | | | Annual Governance Statement | | | | | |
| | | | | | Whistleblowing Policy | | | | | |
| | New | Review, streamline and integrate Performance Management and Best Value approaches and delivery models. | | | | | | | | |
| | P&P 21 007 | Procurement Strategy Review | | | | | | | | |
| | P&P 21 014 | Financial Regulations Review | | | | | | | | |
| | New | Continue to deliver a focused programme of SLF and TLF sessions | | | | | | | | |
| | New | Complete Annual Governance Statement actions | | | | | | | | |
| | New | Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy | | | | | | | | |
| | New | Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee | | | | | | | | |
| | New | Develop a timetable for review of all key governance documents which form part of our Local Code of Governance | | | | | | | | |
| Latest Note | Staff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capacity remains variable across the directorate, and therefore this risk will require ongoing significant focus to mitigate where possible risks of non-compliance. We have developed a workforce plan to identify and address a number of key areas of concern, and a number of actions are focussed on improving compliance with governance within the Directorate and across the Council. | | | | | | | | | |

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| ID & Title | P&P SRR 007 | Financial Resilience | Status |  | Managed By | Strategic Director - Partnership & Performance | Current Rating | 16 | Target Rating | 9 |
| Potential Effect | Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including the cost-of-living crisis, high inflation, financial constraint and climate change. | | | | | |  Impact |  Impact | | |
| Related Actions | P&P 20 023 | Lead on the approach to deliver an approved balanced budget 2027/2028 | Internal Controls | Budget Strategy & Monitoring | | | | | | |
| | P&P 21 015 | Contract Standing Orders Review - complete | | Financial Regulations | | | | | | |
| | | Achieve savings for 2026/2027 | | Medium Term Financial Strategy | | | | | | |
| | Regular Updates on Medium Term Financial Strategy | Procurement Strategy | | | | | | | | |
| Latest Note | Ongoing geopolitical events in Eastern Europe and the Middle East, previous high inflation, reduction in Government funding, increased Government priorities and cost of living crisis continue to impact on costs to the Council, it is also impacting on our communities, which in turn is increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term. | | | | | | | | | |



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

