CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Place & Partnership and Performance Business Plan

Report by: Strategic Directors: Place & Partnership and Performance

1.0   Purpose

1.1.   The Council delivers a diverse range of services, including a number of statutory and essential support functions. In line with the Annual Statement of Priorities agreed by Council in October 2023, this report presents for consideration directorate Business Plans for Place and Partnership & Partnership Business Plan 2023/24 (as set out an Appendix 1 and 2 respectively).

2.0   Recommendations

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

3.0   Considerations

3.1.   Business plans for 2023/24 are focused on transformation, underpinning sound organisational governance and the Target Operating Model as set out in the Annual Statement of Priorities agreed by Council in October 2023. These fall into three themes:

- Sustainable Inclusive Growth

- Empowering Families & Communities

- Health & Wellbeing

3.2.   As well as key operational activity, the Plans reflect agreed transformational priorities contained within the Statement, including:

- Digital and data transformation;

- Asset Strategy

- Workforce Strategy

- Investment Strategy.

3.3. The planned actions, performance and risk mitigation measures set out in the plans will provide a basis for scrutiny as agreed by Council in its revised Be the Future Performance Management Framework.

3.4. There are no direct financial implications arising from this report.

4.0   Sustainability Implications

4.1. None

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing

6.0   Exempt Reports

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

7.0   Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1)   **Our Priorities** (Please double click on the check box ☑)

Clackmannanshire will be attractive to businesses & people and
ensure fair opportunities for all   ☑
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 – Place Business Plan 2023/24

Appendix B - Partnership & Performance Business Plan 2023/24

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
Pete Leonard	Strategic Director	2533

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	
Pete Leonard	Strategic Director	

Place

Business Plan 2023-24

| **1 SERVICE OVERVIEW** |
| **1.1 SERVICE PURPOSE & OBJECTIVES** |

Place services play a key role in supporting the delivery of the Council's vision and outcomes.

Delivering quality front-line services to the citizens of Clackmannanshire is a key purpose. Infrastructure, amenity, housing, waste and public protection are all highly valued aspects of what people expect from a Council and have a major influence on people's quality of life. Also, housing, property and facilities management services provide vital support to other Council services, such as education and health and social care.

Place services also have a major influence on shaping the future prosperity of Clackmannanshire, through spacial planning and development management, economic development, and the delivery of capital projects in support of the Council's vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.

The Council's Vision – Be the Future

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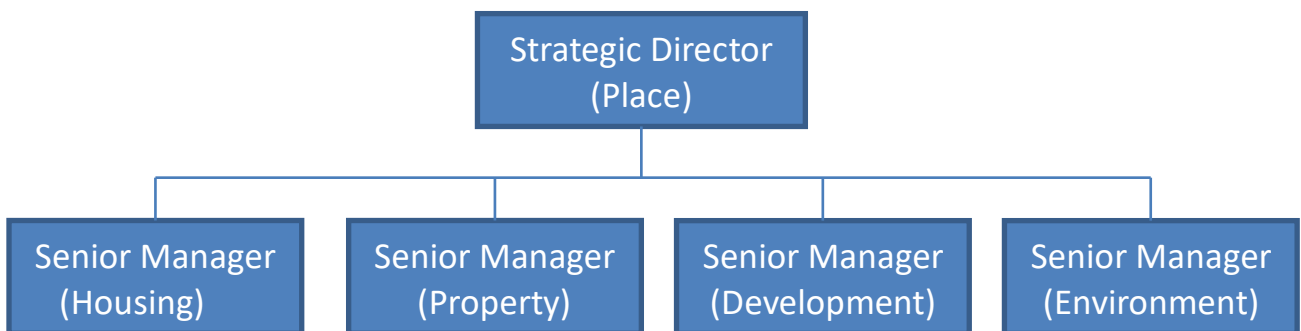
Our Priorities

- Sustainable, inclusive growth
- Empowering individuals, families and communities
- Health and Wellbeing

Our Values

- **Be the customer** - Listen to our customers communicate honestly and with respect and integrity.

- **Be the team** - Respect each other and work collectively for the common good.

- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.

- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.

- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.

- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

1.2   SERVICE STRUCTURE

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                    Strategic Director
                        (Place)
      ┌─────────────┬──────┴───────┬─────────────┐
Senior Manager  Senior Manager  Senior Manager  Senior Manager
  (Housing)      (Property)     (Development)   (Environment)
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The portfolio General Services revenue budget for 2023-24 is £33, 985,000 with a savings target of £1,254,000. The HRA revenue budget for 2023-24 is £19,352,375, with an income target of £24,234,480. The HRA capital budget is £15,900,000.

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1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/Last Reviewed	Date for Review
Housing Service		
Housing 30 Year Business Plan	2018	Dec 2023
Property Asset Management Strategy (Housing)	New	2024
Allocations Policy	2019	2024
Evictions Policy		2024
Anti-social behaviour Policy and strategy (Housing specific)		2024
Tenant Participation Strategy		Aug 2024
Local Housing Strategy		2024
Strategic Housing Investment Programme	2022	Nov 2023
Property buy-back policy		2024
Housing Needs and Demands Assessment		2024
Homelessness prevention strategy		2024
Property Service		
Learning Estate Strategy	Dec 2019	2024
Non Housing Property Asset Management Plan (Phase 1)	New	Feb 2024
Non Housing Property Asset Management Plan (Phase 2)	New	2024
Development Service		
Community Wealth Building Action Plan	2023	2024
Regional Economic Strategy	New	2024
Local Biodiversity Action Plan	2018	2024
Regional Energy Masterplan	New	Nov 2023
Local Development Plan	2015	2028
Local Employability Partnership Action Plan	2023	2024
Net Zero Strategy and Action Plan	New	February 2024
Outdoor Access Strategy	2018	2024/25
Environment Service		
Local Transport Strategy		2024/25
Public transportation strategy	New	2024/25
Active Travel Strategy 'Connecting Clackmannanshire'	2021	2024
Road Safety plan		2024
Play Park strategy	New	2024
Household Waste Collection Policy	2021	2023

2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2023-24

Over the life of this business plan, we will seek to excel in delivering operational services whilst also developing and implementing key strategic activities to ensure that the service is fit for the future and that our contribution to the people and place of Clackmannanshire is maximised. To do this successfully, we need to:

- Be clear on our priorities and ensure that resources are focused on these
- Ensure that we have the service design, skills and capacity to deliver, within known constraints
- Develop our business management approaches, including performance management and governance
- Provide the right tools, equipment and
- Support our people to develop the right skills and aptitudes to succeed in a changing operating environment, providing opportunities for career development

Priority policy/strategy development and improvement actions are set out in the relevant sections of this business plan. Key issues are set out below:

The Council's workforce is aging and it is becoming increasingly challenging to recruit and retain staff in a number of professional disciplines in what is a competitive market. Within the Place directorate, there are a number of areas where there are small teams and multiple potential single points of failure, where recruitment and retention issues can quickly create knowledge and capacity issues. These place pressure on existing staff as well as posing risk for the delivery of our statutory and regulatory obligations.

Service redesign and capacity for the short – medium term has been addressed in a number of services, but further work still remains. The Property service redesign is a key priority and there are other areas where capacity gaps and operational resilience need to be addressed. The ability to deliver policy development and improvement actions in line with the timetable set out in this plan depends on our ability to resource this activity.

Given the public sector financial environment, it is likely that more fundamental service redesign will be required to ensure a sustainable future for delivery of our services. External support has been commissioned to help us to shape our future Target Operating Model (TOM). Initial output from this work is expected early in 2024.

Service performance is generally to a high standard and we need to be more proactive in communicating and celebrating our successes with our stakeholders and to each other.

Our performance management regimes have identified a number of areas for improvement, however, some of which are set out in this business plan.

A high proportion of managers and team leaders are new to either the organisation or the role and there is work to do to embed business processes and good governance. We will also work with colleagues to identify areas where processes can be streamlined and/or digitised or automated, to improve productivity and customer service.

Our transformation journey will include a continuation of increasing collaboration and a quickening pace of digital transformation - including from the deployment of M365 and major new management information systems such as a new Housing and Property management system - to more of our transactional processes being digitally accessible to our citizens around the clock.

Financial sustainability has been a key challenge and theme for the Council for many years. The post-pandemic financial environment is one in which public sector budgets are likely to come under even greater pressure in the near future. As a result, our focus as a portfolio must remain on delivering operational efficiency and transformation.

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Delivering sustainable public services by improving the economic performance of the area and creating the conditions to ensure our people, businesses and communities enjoy the

benefits of greater prosperity, is critical to our Be the Future ambitions. This is not a quick fix and represents a significant and challenging programme of longer term transformation and investment.

Over the last 3 years, transformation has been delivered against the socio-economic impact of COVID, high inflation and a cost of living crisis – demands are higher than ever at a time when budgets are under sustained and increasing pressure. This has demonstrated that transformation is needed now more than ever for our social and economic renewal and to tackle the underlying health and well-being inequalities. Moving forward, we will continue to deliver Be the Future, delivering on business continuity and improving our core statutory services. Achieving the balance of these priorities is reflected in this business plan.

The Budget Strategy approved in 2023/24 cemented a series of priorities that recognised how we spend, plan and connect our investment now will lay the foundation for economic recovery for future generations. The budget approved a long term financial planning approach that established a 20 year capital budget, organised around the Council's Be the Future Programme priorities of Sustainable inclusive growth; Empowering our families and communities and Health and well-being.

The convergence of this 20 year capital programme with other significant developments including the City Region Deal moving into delivery, the focus of the Scottish Government budget and programme for government on Community Wealth Building, the Well-being economy and Place-based developments presents a significant opportunity in our journey towards sustainable public services. The hard work of the past 2 years to create the conditions means we are better positioned to take advantage of this alignment to increase the pace, scale and impact of our Be the Future programme for the benefits of people, businesses and communities.

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

Place services engage with customers and stakeholders to understand how we are performing and to inform new policy and service development. We aim to meet the Council's service standards in ways that reflect the Council's values, primarily: Be the Customer. As such we aim to listen to our customers (internal and external), communicate honestly, openly, with transparency and with respect and integrity.

Some examples of recent and planned engagement are listed below.

External

- Ongoing engagement with the Tenants Federation and formal consultation with tenants on rent setting and other key investment decisions

- Housing tenant satisfaction feedback sought for all for capital, repairs and maintenance works.

- Meetings with local community groups occupying our properties on leases or to explore potential asset transfers

- Extensive use of the Place Standard Tool to inform regeneration and development activities – e.g. Alloa Town Centre, Alva Regeneration, Glentanar Mill development.

- Regular meetings with Ward-based Climate Change Fora to inform the development of our Net Zero strategy and action plan.

- Public consultation on the City Region Deal funded Regional Energy Masterplan.

- Commencement of a masterplan for Alloa town centre in accordance with the Scottish Futures Trust's 'Place guide: a process for improved Place-based decision making'

- Local Development Plan Scheme consulted on in July/August 2023

- Feedback via Survey Monkey from all learners and employers involved in our Skills Development Scotland programmes

- Business engagement conducted through the Clackmannanshire Business Support Partnership including fortnightly mailing to over 1,600 recipients and Business Survey

- Public consultation to develop a play park strategy is to take place during the life of this plan

Internal

- Improved communication and stakeholder engagement with all cleaning staff and Head Teachers.

- Closer liaison with Education and key stakeholders in relation to the capital programme for the learning estate.

- Working group in action to collaborate on strategic asset management ensuring Planning masterplans and property assets are evaluated to increase value from outcomes.

- Active engagement in the development of the Wellbeing Hub/Lochies project.

- Active engagement in the Family Wellbeing Project and associated activities.
- Bipartite meetings with TU/Management underpinned by local service TU engagement groups.
- Regular meetings with political portfolio holders/Group Leaders.

3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff is essential. This business plan provides the basis for all service, team and individual PRD plans within Place. Senior Managers will maintain plans and risk registers for their areas of responsibility.

Every employee will have regular one-to one supervisory meetings and will agree objectives for the year as part of the agreed PRD process. Whilst objectives will continue to form a core element of discussions and supervisory meetings, how we go about Council business is a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values, supporting our staff and ensuring mental health and wellbeing will form an important element of service performance.

Risks and performance against business plan objectives will be reviewed regularly by the Place Senior Management Team, and for Senior Managers as part of regular supervisory meetings with the Strategic Director. Our services will input systematically to the Be The Future Programme Management Office requirements, and progress against our business plan and financial outturns will be reported to the Audit and Scrutiny Committee six monthly, for the purposes of scrutiny and transparency.

Across the directorate there are a range of embedded practices for managing and monitoring service performance. The service provides a number of statutory/national performance reports, as follows:

- Planning Performance Framework
- Building Standards Verification – Annual Performance Report
- Food Control Service Plan
- Public Bodies' Climate Change Duties

- Scottish Housing Regulator – Annual Return of the Charter (ARC) & Insurance Statement
- Scottish Housing Regulator – Self Assurance Statement
- Scottish Housing Regulator – Landlord Report to Tenants
- Annual Core Facts Building Condition Return to Education for their Submission to Scottish Government

3.4 WORKFORCE PLANNING

Directorate workforce planning will take place in Q4 of the financial year 2023/24.

Meantime, a number of key points of note are:

A gender split of 500% female and 50% male;

An ageing workforce - 54% of the workforce is over 50, with a 37% over the age of 55 with potential retirement options available to them;

71% of the portfolio work full time;

For 2022/23 the portfolio had a turnover rate of 10.64% and a lost time rate of 5.26%;

There are numerous single points of failure in small teams within a small workforce – there are particular risks in several areas where recruitment is known to be challenging nationally;

Recruitment difficulties continue to prevail, particularly in highly specialised professions;

There are ongoing critical skills gaps placing pressure on services and staff with an ongoing reliance on agency workers or extending the use of external contractors;

The above issues combined with pressures to make ongoing budget savings are seeing ongoing capacity issues in some areas.

Current workforce design in some areas has limited flexibility.

The Council's Interim Workforce Strategy 23-25 and action plan will support the portfolio to address these issues.

Place Directorate Business Plan 2023-24

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1. Performance Indicators   (Please note that some targets are based on 22/23 benchmarks, to be populated when published nationally in Feb/Mar 2024)

1.1 Housing Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
HMO ALL 035	Rent loss due to empty (void) properties	0.94%	0.66%	1.63%	1.02%	0.90%	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services
HMO HPI 005	Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	79.19%	59.87%	69.70%	39.33%		Team Leader - Planned Works & Compliance
HMO HPI 157	Council houses meeting the Energy Efficiency Standard for Social Housing (EESSH)	85.26%	62.28%	82.80%			Team Leader - Planned Works & Compliance
HMO PRO 006	Average working days to complete non-emergency repairs	4.24	4.90	9.19	5.41	7.08	Senior Housing Officer
HMO TEM 011	Rent arrears as a % of rent due in the year	9.56%	10.66%	8.67%	11.51%	11.51%	Team Leader Tenancy Services

1.2 Property Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
ASM FAC 02a	Operational buildings suitable for current use	80.0%	91.4%	85.3%	91.4%	85.0%	Strategic Director - Place; Team Leader - Planned Works & Compliance
ASM FAC 03a	Council buildings in satisfactory condition (by floor area)	97.7%	97.5%	90.1%	97.5%	95.0%	Strategic Director - Place; Team Leader - Planned Works & Compliance

1.3 Development Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
DEV DMA 01b	Cost per local planning application	£3,575	£3,362	£4,341			Planning & Building Standards Team Leader

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Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
DEV DMA 01c	Average weeks to process commercial planning applications	6.5	7.2	11.7	9.3	12.0	Planning & Building Standards Team Leader
DEV DMA 11a	Immediately available employment land (as % of land allocated for employment in Local Development Plan)	68.5%	68.0%	27.2%			Planning & Building Standards Team Leader; Senior Manager - Development
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£37,707	£74,350	£119,486	£84,303		Senior Manager - Development
EDE EMP 005	Unemployed people assisted into work via Council employability programmes	9.0%	39.3%	20.2%			Senior Manager - Development
EDE LGB B1b	Business gateway startups per 10,000 population	17.9	15.5	14.4	17.3	14.3	Senior Manager - Development
EDE LGB B2a	Residents earning less than the Real Living Wage	N/A	N/A	14.4%			Senior Manager - Development
EDE LGB B3a	Properties with Superfast Broadband	95.8%	98.2%	94.1%	98.8%	95.5%	Senior Manager - Development
EDE SLD 19a	Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only	13.6%	18.6%	11.4%			Senior Manager - Development
RGY EHE 014	Cost of Environmental Health per 1,000 population	£13,648	£11,001	£15,032	£11,758		Senior Manager - Development
RGY SCC 005	CO2 emissions area wide per capita - all emissions	9.4 tonnes	9.2 tonnes	5.1 tonnes			Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 006	CO2 emissions area wide per capita - emissions within scope of local authority	6.2 tonnes	6.4 tonnes	4.6 tonnes			Senior Manager - Development; Home Energy Strategy Officer
RGY TST 004	Cost of Trading Standards per 1,000 population	£1,891	£1,281	£5,932	£1,766		Senior Manager - Development

1.4 Environment Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£14,272	£18,374	£20,315	£18,064		Land Services Contracts Manager
ENV SHS POS	Satisfaction with parks & open spaces (3 year average)	87.4%	88.0%	87.3%			Land Services Contracts Manager
ENV SHS STR	Satisfaction with street cleaning (3 year average)	63.3%	65.0%	58.7%			Land Services Contracts Manager
ENV SHS WMA	Satisfaction with refuse collection (3 year average)	64.3%	65.0%	76.0%			Team Leader (Roads & Street Lighting); Performance & Quality Officer
ENV STR 02e	Street cleanliness score (% 'acceptable')	89.6%	90.4%	89.7%	96.5%	90.6%	Land Services Contracts Manager
ENV STR 04a	Cost of street cleaning per 1,000 population	£12,283	£16,046	£14,860	£17,928		Land Services Contracts Manager
ENV WMA 02c	Cost of refuse collection per premise	£45	£51	£70	£58		Team Leader (Roads & Street Lighting)
ENV WMA 02d	Cost of refuse disposal per premise	£110	£112	£100	£108		Team Leader (Roads & Street Lighting)

Code	Performance Indicator	2020/21 Value	2021/22 Value	2021/22 Scotland	2022/23 Value	2023/24 Target	Lead
ENV WMA 04c	Household waste composted or recycled	48.6%	50.0%	42.7%			Team Leader (Roads & Street Lighting)
RAT RCI 001	A class roads that should be considered for treatment	26.5%	26.9%	27.6%	27.1%	25.0%	Team Leader (Roads & Street Lighting)
RAT RCI 002	B class roads that should be considered for treatment	18.5%	19.0%	33.6%	24.7%	20.0%	Team Leader (Roads & Street Lighting)
RAT RCI 003	C class roads that should be considered for treatment	27.4%	27.0%	33.2%	26.3%	30.0%	Team Leader (Roads & Street Lighting)
RAT RCI 004	Unclassified roads that should be considered for treatment	43.2%	40.8%	36.7%	40.6%	42.0%	Team Leader (Roads & Street Lighting)
RAT RDS 024	Cost of maintenance per kilometre of road	£12,968	£9,573	£10,955			Team Leader (Roads & Street Lighting)

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1.5 Place Directorate

Code	Performance Indicator	2020/21 Value	2021/22 Value	2021/22 Scotland	2022/23 Value	2023/24 Target	Lead
PLC CNQ BUS	% Councillor enquiries responded to within timescale - Place	91.57%	86.67%		86.2%		Strategic Director - Place
PLC FOI GOV	% Freedom of Information requests responded to within timescale - Place	88.57%	92.87%		94.24%		Strategic Director - Place
PLC MPQ BUS	% MP/MSP enquiries responded to within timescale - Place	72.0%					Strategic Director - Place
PLC C01 CUS	Number of formal complaints received - Place	144	280		150		Strategic Director - Place
PLC C02 CUS	% formal complaints closed within timescale - Place	84.8%	41.8%		DIV/0		Strategic Director - Place
PLC C04 CUS	% formal complaints dealt with that were upheld/partially upheld - Place	41.6%	33.3%		49.2%		Strategic Director - Place

2. Actions

2.1 Sustainable Inclusive Growth

Code	Action	Desired Outcome	Due Date	Lead
PLC 213 101	Develop Net Zero strategy and action plan	To ensure that all strategic decisions , budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045	28-Feb-2023	Senior Manager - Development
PLC 213 103	Deliver Community Wealth Building Action Plan Outcomes	For Clackmannanshire to become a community wealth building place through: progressive procurement of goods and services; making financial power work for local places; socially productive use of land and assets; fair employment and just labour markets and plural ownership of the economy.	31-Mar-2024	Senior Manager - Development
PLC 213 105	Review of the Local Development Plan and the preparation of a Proposed Plan, in line with NPF4 and the Regional Spatial Strategy for the Forth Valley area.	To set out how Clackmannanshire will develop and change over the next 10-15 years, meeting planning legislation and setting out the Council's strategic objectives in spatial terms.	31-Mar-2028	Senior Manager - Development
PLC 213 109	Produce Alloa Town Centre Masterplan	To develop a coordinated masterplan to guide investment and provide a prospectus of potential opportunities to stimulate public and private sector investment in the regeneration of Alloa.	31-Mar-2024	Senior Manager - Development
PLC 213 111	Deliver CRD programme in line with delivery plan/financial profile	To meet the outcomes that are specified in the Deal Benefits Realisation strategy	31-Mar-2024	Strategic Director - Place
PLC 234 101	Develop and secure governance on phase 1 of the property asset management plan	To ensure the long term financial and environmental sustainability of the Councils non-housing assets	30-Nov-2023	Senior Manager - Property
PLC 234 102	Develop and secure governance on phase 2 of the	To ensure the long term financial and environmental	31-Oct-2024	Senior Manager - Property

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Code	Action	Desired Outcome	Due Date	Lead
	property asset management plan	sustainability of the Councils non-housing assets		
PLC 234 103	Co Produce a Regional Economic Strategy	Produce with Stirling and Falkirk Councils, a Regional Economic Strategy to identify areas where the Forth Valley can collectively work to deliver economic benefit	31-Mar-2024	Senior Manager - Development
PLC 234 104	Refresh Clackmannanshire Economic Strategy	To ensure that economic development activities meet current and emerging priorities, risks and opportunities	31-Dec-2024	Senior Manager - Development
PLC 234 105	Clackmannanshire Investment Strategy	Full funding officer post as first stage of implementation of Investment Strategy	31-Mar-2024	Senior Manager - Development
PLC 234 106	Review Local Economic Partnership (LEP) governance arrangements	To ensure compliance with Council and partnership governance arrangements	31-Mar-2024	Senior Manager - Development

2.2 Empowering Families & Communities

Code	Action	Desired Outcome	Due Date	Lead
PLC 213 201	Undertake condition survey & option appraisal of Learning Estates Primary School property assets.	To inform the next iteration of the Learning Estate strategy.	30-Jun-2024	Senior Manager - Property
PLC 213 202	Develop the next iteration of the Learning Estate Strategy	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people.	31-Oct-2024	Senior Manager - Property
PLC 213 203	Deliver Learning Estate capital projects	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people	31-Mar-2023	Senior Manager - Property
PLC 213 205	Develop plans to implement Scottish Government policy for free school meals for P6 and	To ensure that the Council meets its statutory responsibilities, delivers a service that is co-designed with Education, and to secure additional funding for capital improvements.	30-Jun-2024	Senior Manager - Property
PLC 213 207	Deliver Westhaugh Gypsy/Traveller site improvement project	To provide modern, low carbon, purpose built facilities that meet the needs of the community	31-Mar-2024	Senior Manager - Property; Senior Manager - Housing
PLC 213 208	Tenant Participation Improvement Plan	To establish staff resource and a refreshed TP strategy to improve tenant engagement and to meet the Council's responsibilities under the Scottish Housing Regulator's Charter.	31-Aug-2024	Senior Manager - Housing

2.3 Health & Wellbeing

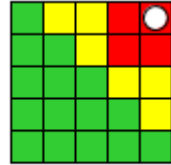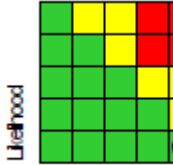| Code	Action	Desired Outcome	Due Date	Lead
PLC 213 301	Support the development of the Wellbeing hub	To facilitate the quality design and effective delivery of new leisure and wellbeing facilities and services.	31-Mar-2024	Senior Manager - Development; Senior Manager - Property; Senior Manager - Environment

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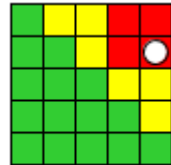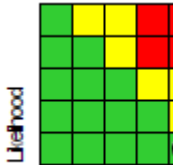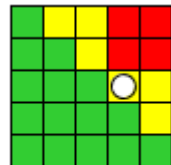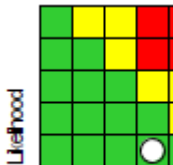
Code	Action	Desired Outcome	Due Date	Lead
PLC 213 302	Deliver Housing Capital plan	To secure the long term operational, financial and environmental sustainability of the Council's housing stock and service provision, meeting the needs of current and future tenants	31-Mar-2024	Senior Manager - Property
PLC 213 305	Deliver Menstrie-Alva active travel route	To encourage people to make healthier, low carbon transportation choices.	31-Mar-2024	Senior Manager - Environment
PLC 213 307	Comprehensive review of the council use of homeless temporary accommodation (HRA stock, RSL and Private)	To help minimise and mitigate failures from the unsuitable accommodation order.	31-Mar-2024	Senior Manager - Housing
PLC 234 301	Deliver voids improvement plan	To reduce the number of void properties to increase the availability of homes for people and to reduce the financial impact of rent loss due to voids.	31-Mar-2024	Senior Manager - Property; Senior Manager - Housing
PLC 234 302	Deliver fire safety and electrical check performance improvement	To ensure that all council homes have compliant fire safety systems and current electrical testing certification.	31-Mar-2024	Senior Manager - Property

2.4 Compliance & Operational Resilience

Code	Action	Desired Outcome	Due Date	Lead
PLC 213 401	Implement service redesign and associated workforce development plan	To secure the long term operational and financial sustainability of the services within Place; and to support the effective delivery of the Council's Be The Future transformation programme.	31-Mar-2024	Strategic Director - Place
PLC 213 402	Implement Housing/Property IT system	To have a fit for purpose IT system, ensuring legislative compliance, delivery of tenant priorities including appointment systems and support flexible and mobile deployed working.	31-Aug-2025	Senior Manager - Property; Senior Manager - Housing
PLC 213 404	Review service delivery model for Trading Standards service	To secure the long term operational and financial sustainability of the service.	30-Jun-2024	Senior Manager - Development
PLC 213 405	Deliver property Compliance and Operational Resilience capital projects	To secure the long term operational and financial sustainability of Council services; and to support the effective delivery of the Council's Be The Future transformation programme.	31-Mar-2024	Senior Manager - Property
PLC 213 406	Deliver roads and transportation Compliance and Operational Resilience capital projects	To secure the long terms operational and financial sustainability of the roads network and to enhance active travel opportunities.	31-Mar-2024	Senior Manager - Environment
PLC 234 401	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan.	To ensure that people are safe from harm, property and equipment is not damaged and to meet legislative requirements.	31-Mar-2024	Strategic Director - Place
PLC 234 402	Complete Kilncraigs roof works	To ensure operational resilience of Kilncraigs building and to enable the re-opening of reception services.	31-Mar-2024	Senior Manager - Property
PLC 234 403	Complete RAAC assessment in council homes and public buildings and secure governance on	To fully understand risk exposure and future investment requirements. To enable informed engagement with tenants and	29-Feb-2024	Senior Manager - Property; Senior Manager - Housing

Code	Action	Desired Outcome	Due Date	Lead
	required actions for decanted blocks.	owners of affected buildings		

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3. Risks

ID & Title		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	25	Target Rating	5
PLC DRR 009	**Insufficient Financial Resilience**				🛑						

Description	The Directorate does not have a balanced budget to meet essential service demands, customer needs, or external agendas.
Potential Effect	Reputational and legal implications and severe, extended loss of service provision.

Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan	Internal Controls	
	PLC DRR 001	Effective financial management.		
	PLC DRR 002	Focus resources on key priorities as set out in this business plan.		

Latest Note	Place services have out-turned within budget for the last two years, whilst delivering significant savings. The majority of savings have been management efficiencies or one-off in year savings. Identification of recurring savings is becoming ever more difficult without having impacts on service delivery.

ID & Title		Approach	Treat	Status		Lead	Chief Executive	Current Rating	20	Target Rating	5
PLC DRR 008	**Health & Safety Breach**				🛑						

Description	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.
Potential Effect	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.

Related Actions	PLC 234 401	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan.	Internal Controls	Health & Safety Management System

Latest Note	H&S development work has been interrupted as the team has been heavily involved in establishing safe working arrangements in light of the Covid 19 pandemic. However a new IT system is being developed to help manage H&S risks across the Council.

ID & Title		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 011	**Failure to Prepare for Severe Weather Events**				⚠️						

Description	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances

Related Actions		Internal Controls	Business Continuity Plans
			Winter & Flood Management Plan
			Forth Valley Local Resilience Partnership

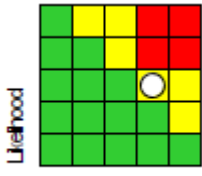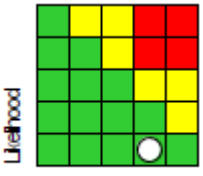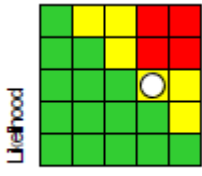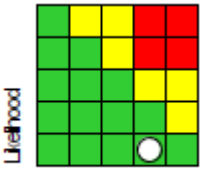| Latest Note	In 2020 communities in the Hillfoots were impacted by flooding requiring a multi-agency response and debrief process. Since then 2 additional flood resilience groups were

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established in Alva and Dollar and work in ongoing to support those groups. Work is also ongoing with Police Scotland on improving community resilience response for flooding particularly where road closures on minor roads are required.
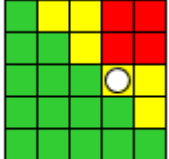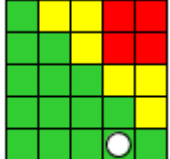
ID & Title	Managing Reinforced Autoclaved Aerated Concrete	Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 012											

Description	RAAC in buildings resulting in these structures being at risk of deterioration and becoming unsafe and uninhabitable	
Potential Effect	Domestic properties containing RAAC becoming uninhabitable with an associated increase in void property numbers and increased pressure demand on the existing housing stock, this at a time when affordable housing supply is already in high demand and short supply. Financial cost to the housing service which was not budget or accounted for.	
Related Actions	PLC 234 403	Complete RAAC assessment in council homes and public buildings and secure governance on required actions for decanted blocks.
	PLC DRR 003	Focused resource to manage the RAAC survey programme, communications and resident support actions
	PLC DRR 004	Housing service leads part of ALACHO RAAC Cross Sector Working Group

Internal Controls:
- RAAC Survey Programme
- ALACHO RAAC Cross-sector Working Group
- Cross-service Working Between Teams/Depts

Latest Note	Ongoing survey works across the domestic property estate at present undertaken by qualified structural engineers. An options appraisal to be developed to assess the forward actions required to be taken. Continued engagement with relevant sector organisations to communicate developments in RAAC

ID & Title	Insufficient Built Asset Information	Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 013											

Description	Lack of sufficient stock condition survey information and robust asset management strategy resulting in inability to project future works programmes requirements. Risk of stock falling into disrepair and financial resources being deployed in the wrong areas.	
Potential Effect	Wasted time, effort and money on works undertaken without thought or link to forward asset management strategy and housing need. Failure to improve on housing quality and energy efficiency performance indicators. Inability to adequately plan for future investment and provide a robust and assured HRA Financial Business Plan (30yr).	
Related Actions	PLC 213 405	Deliver property Compliance and Operational Resilience capital projects
	PLC 213 402	Implement Housing/Property IT system
	PLC DRR 005	Housing Business Plan

Internal Controls:
- Property Asset Management Strategy
- SHQS & Regulator Reporting

Latest Note	Impact of covid pandemic resulted in an inability to maintain stock condition at level expected in both SHQS and EESSH performance – stock condition survey works were not able to be progressed during this time and data held is now outdated and not comprehensive (contains gaps).

ID & Title	Inadequate Workforce Planning	Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	3
PLC DRR 010											

Description	Due to lack of workforce planning the Directorate fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.

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Potential Effect	Loss of key staff from posts identified as single points of failure, leading to inability to delivery key services and lack of adequate professional advice to Council Officers/Elected Members. Negative impact on staff health and wellbeing.									
Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan			Internal Controls	Strategic Workforce Plan				
Latest Note	Council approved the Strategic Workforce Plan (2019-22) in June 2019. This identifies the key workforce development priorities for the Council, and establishes a detailed plan of work for the next three years (via the annexed workforce development delivery plan). As we move through the implementation of this plan, the likelihood of this risk occurring will reduce.									

ID & Title PLC DRR 014	**Housing Quality & Environmental Underperformance**	Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
Description	Changes in reporting guidance and a backlog of assessments arising from the pandemic (when properties could not be accessed) resulted in a greater proportion of stock classified as non-compliant with the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (EESSH). Further future risk of not being able to meet our required commitments to decarbonisation and improving the energy efficiency within the domestic housing stock due to a lack of sufficient stock condition survey information and a detailed forward asset management strategy.										
Potential Effect	Regulatory and reputational impacts, potential non compliance with decarbonisation and net zero targets										
Related Actions	PLC 213 101	Develop Net Zero strategy and action plan			Internal Controls	SHQS & Regulator Reporting					
	PLC DRR 005	Housing Business Plan									
	PLC DRR 006	Focused resource from internal and external sources to meet target deadline of 31st March 2024									
Latest Note	The authority has been an extremely strong performer for over a decade in SHQS, including 100% compliance with the previous energy efficiency element for 5 years running (to 18/19). Replacement of the latter with EESSH saw benchmark rankings move into the 2nd and 3rd quartiles, and now to the bottom quartile for 2 years (to 21/22). Our decline in SHQS performance was mirrored by most other authorities, though to a slightly lesser degree (Scottish average 90.3% down to 69.7%, Clacks 98.8% to 59.9%).										

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ID & Title	Lack of Affordable & Suitable Housing Supply (Mainstream & Temporary/Homeless)	Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 015											

Description	There is an overall increase in demand for affordable social housing across all local authority areas. Increasing demand for mainstream housing, homeless accommodation, housing provision for care leavers and for refugees is significant, the increasing cost of living and pressure on home energy costs only add to the challenge. Current challenges in our turn around times associated with void and bought back from market properties becoming available and decelerating new build programmes mean demand is outstripping supply and we are struggling at present to meet our housing need.
Potential Effect	Diminished capacity to comply with statutory obligations within the Housing (Scotland) Act to provide suitable accommodation to those who require it. The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock out with area for extended duration stays. Further potential impacts include – inability to support housing applicants into sustainable tenancies, implications for wellbeing (particularly mental health), lack of stability and inclusion, possible reputational damage and regulatory impacts, reduction in available properties to meet demand from waiting list applicants and those with an application for adapted properties. Reduced capacity to support the Councils aspirations as set out within "The Promise".

Related Actions	PLC 234 301	Deliver voids improvement plan	Internal Controls	Local Housing Strategy
	PLC DRR 007	Update Housing Needs & Demand Assessment		Buy-back Strategy
				Strategic Housing Investment Plan

Latest Note	Similar issues are being experienced across Scotland, Clackmannanshire Council's caseload has increased by 63% since May 2019, despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 60% for subsequent 3 years). This is expected to worsen further as a result of increased mortgage interest rates, potential for repossessions and pressure on private landlords which may increase rents and evictions. We anticipate there to likely be additional obligations on local authorities as part of the new Scottish Government Housing Bill.

Clackmannanshire Council
www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Partnership and

Performance

Business Plan 2023-24

Be the
FUTURE

1 SERVICE OVERVIEW
1.1 SERVICE PURPOSE & OBJECTIVES

Partnership and Performance plays a key role in supporting the delivery of the Council's vision and outcomes, primarily through the provision of a wide range of corporate support services. Whilst some areas, for example, Registrars, Revenues, Elections Team and the Contact Centre, interface with thousands of our citizens every year, much of the portfolio is often hidden from public view. Nevertheless, services such as legal, HR, finance, information and communications technology for example, play a vital role in ensuring that as a large public service organisation our workforce is skilled and that we are able to make the very best use of our resources to deliver on our vision in ways that are transparent, and comply with our legal and regulatory obligations.

As a portfolio, based on principles of continuous improvement, we aim to provide the highest possible quality and professional customer services for our citizens and our colleagues, embodying our values in delivering the Council's vision.
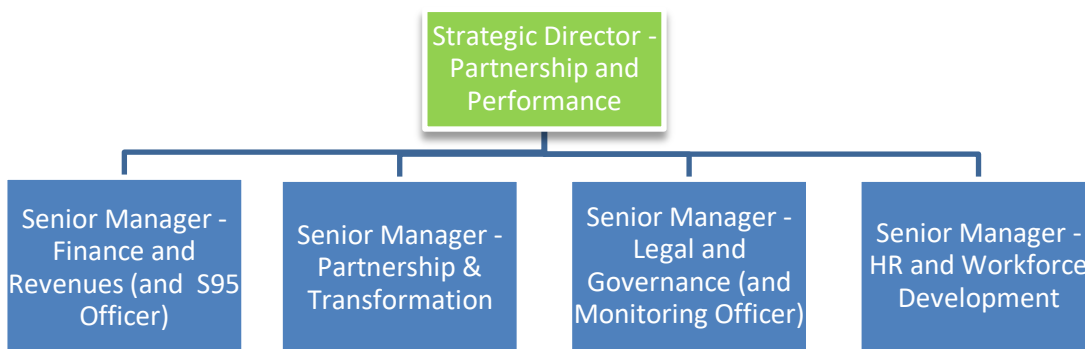
The Council's Vision – Be the Future

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

Our Values

- **Be the customer** - Listen to our customers communicate honestly and with respect and integrity.

- **Be the team** - Respect each other and work collectively for the common good.

- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.

- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.

- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.

- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Partnership and Performance incorporates a broad range of functions as outlined in the undernoted structure.

```
                    Strategic Director -
                    Partnership and
                    Performance
```

| Senior Manager - Finance and Revenues (and S95 Officer) | Senior Manager - Partnership & Transformation | Senior Manager - Legal and Governance (and Monitoring Officer) | Senior Manager - HR and Workforce Development |

The portfolio revenue budget for 2023/24 is £11.2M, with a savings target of £541,000 approved by Council.
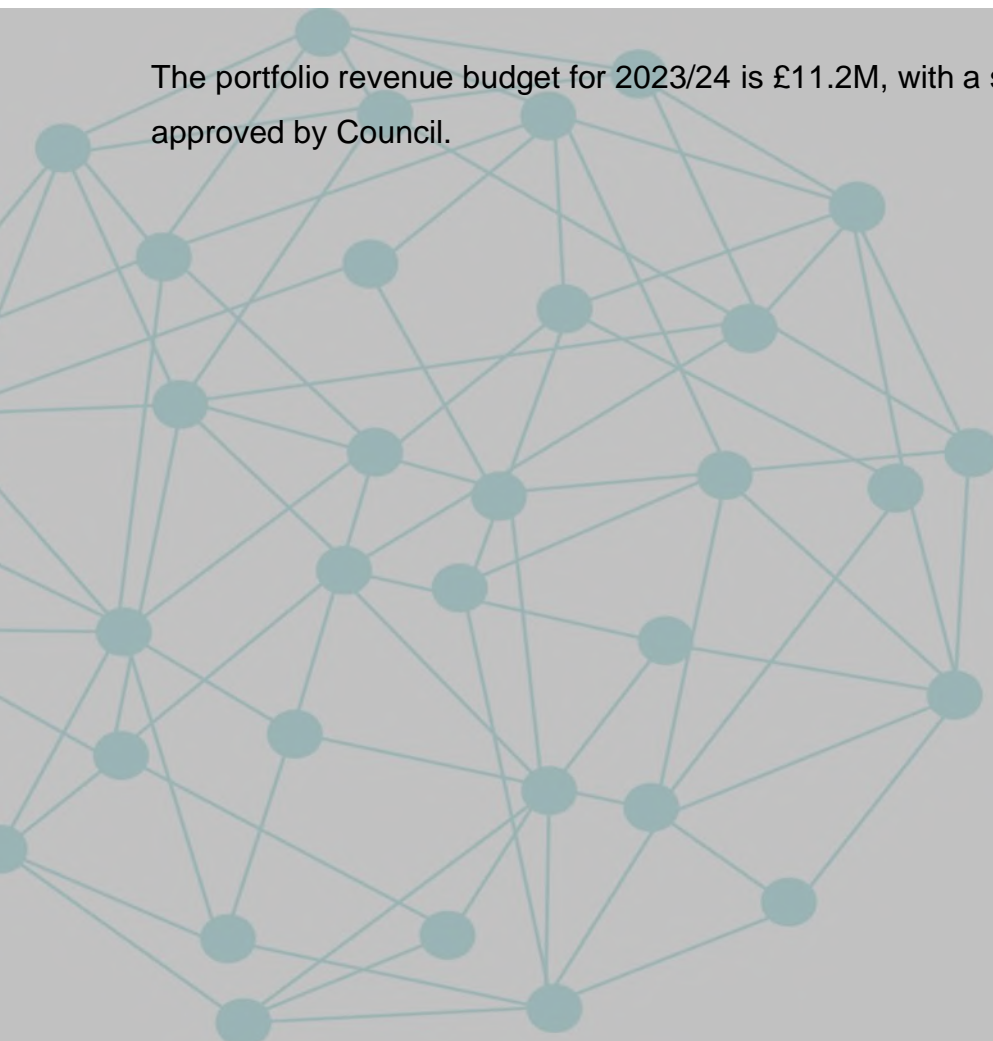
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1.3   KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Local Outcome Improvement Plan 2017/27	2017	2023
Budget Strategy	2023	2024
Strategic Workforce Plan	2023	2025
Gaelic Language Plan for Clackmannanshire	2021	2025
Mainstreaming Equalities Report and Outcomes	2021	2025
Procurement Strategy	2018	2024
Digital Transformation Strategy	2019	2024
Corporate Communications and Marketing Strategy	2013	2023
Corporate Risk Management Strategy and Guidance	2023	2027
Major emergencies operational procedures Civil Contingencies Guidance	2022	2024
Business Planning Guidance and Performance Management Framework	2019	2023
Consultation Guidance and Toolkit	2023	2026
Customer Charter	2023	2027
Council Complaints Handling Procedure	2021	2024
Unacceptable Behaviour Policy	2023	2027
Standing Orders	2019	2023
Scheme of Delegation	2014	2023
Financial Regulations	2022	2024
Contract Standing Orders	2019	2024
Fraud and Anti Corruption Policy		2024
Health and Safety Policy	2021	2024
Whistleblowing Policy	2023	2026
Staff Engagement Survey	2021	2023

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2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2021-23

The global pandemic and resulting economic shocks continues to have a profound impact on our citizens, our communities, our partners, our suppliers and our staff. These challenges are changing and uncertain and it is reasonable to expect that it will continue to overlay everything we do and therefore impact significantly on the operations of the Council and thus Partnership and Performance for the foreseeable future.

Uncertainty can be unsettling, particularly given the current pace and extent of world events. No one can control events such as a global pandemic, but we can and have adapted quickly to new and challenging circumstances, both nationally and locally, and with a continued adaptability, a shared focus on our values, good communication and maintaining perspective on our *Be the Future* priorities we can continue to improve.

Over the coming year our improvement agenda will:

- Provide a continued focus on supporting *Be the Future* themes of Sustainable Inclusive Growth, Empowering Families and Communities, and Health and Wellbeing through programmes such as the Wellbeing Economy and Community Wealth Building;
- Focus on workforce planning, setting a foundation for workforce development and learning to ensure we have the skills and capacity we need for now and the future, with an emphasis on staff wellbeing, hybrid working and developing our leaders;
- Enable an acceleration of digital transformation, supported by a modernised, robust and secure underpinning IT roadmap;
- Provide a continued focus on improving financial, procurement and information governance, including a review of organisational learning and development to improve deployment of key corporate management information systems.

It is increasingly clear that our models of delivery need to continue to adapt and change to a more mixed economy to enable greater resilience. Our workforce is aging and it is becoming increasingly challenging to recruit and retain staff in a number of professional disciplines in a competitive labour market. In Partnership & Performance specifically, with small teams and multiple potential single points of failure, recruitment and retention issues can quickly create knowledge and capacity issues. These place pressure on existing staff as well as posing risk for the delivery of our statutory and regulatory obligations. Furthermore, our aging employee profile means that that some of our longest serving and most experienced staff may retire in the next 5 years. Career pathways, investment in and creating opportunities for the development of our workforce, combined with adaptability on new models of delivery will be essential for the future.

The pandemic has had a major impact on our communities that may exacerbate enduring health, employment and income inequalities. *Be the Future* is critical in supporting

recovery and renewal, creating conditions for a Wellbeing Economy, including building wealth with and for our local communities. Partnership and Performance will play a fundamental role in every aspect of Be the Future.

Financial sustainability has been a key challenge and theme for the Council for many years; the pandemic has necessitated respective governments to plough unprecedented sums into various response activities, a consequence of which is that public sector budgets are likely to come under even greater pressure in the near future. As a result, our focus as a portfolio will remain on supporting organisational efficiency, good governance and transformation.

Our transformation journey will include a continuation of increasing collaboration and a quickening pace of digital transformation, including from the deployment of M365 and major new management information systems such as social care, to more of our transactional processes being digitally accessible to our citizens around the clock. We have already identified how enhancements to our procurement and supply chain management can benefit our Wellbeing Economy, and we would want that work to continue.

Governance failures can have financial and reputational impacts, as well as diverting significant amounts of organisational time and energy away from service delivery and transformation initiatives. Our focus therefore must remain on ensuring that we continuously improve organisational governance in a changing context, and in doing so strengthening our risk, performance management and business intelligence processes. Information is a significant Council asset which brings major opportunities, but it also comes with risk, particularly around data security in a rapidly changing digital and remote working context, two areas that we will continue to focus on.

We will continue to focus efforts on ensuring our resilience and integrated emergency planning approaches are understood and embedded across the organisation. This will include approaches around leadership and decision making during an incident, effective business continuity planning and exercising and debrief activity to build our collective learning to ensure our preparedness for whatever ever the future may hold.

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Delivering sustainable public services by improving the economic performance of the area and creating the conditions to ensure our people, businesses and communities enjoy the benefits of greater prosperity is critical to our Be the Future ambitions. This is not a quick fix and represents a significant and challenging programme of longer term transformation and investment.

Over the last 3 years, transformation has been delivered against the socio-economic impact of COVID, high inflation and a cost of living crisis – demands are higher than ever at a time when budgets are under sustained and increasing pressure. This has demonstrated that transformation is needed now more than ever for our social and economic renewal and to tackle the underlying health and well-being inequalities. Moving forward, we will continue to deliver *Be the Future*, delivering on business continuity and improving our core statutory services. Achieving the balance of these priorities is reflected in this business plan.

The Budget Strategy approved in 2020/21 cemented a series of priorities that recognised how we spend, plan and connect our investment now will lay the foundation for economic recovery for future generations. The budget approved a long term financial planning approach that established a 20 year capital budget, organised around the Council's Be the Future Programme priorities of Sustainable inclusive growth; Empowering our families and communities and Health and well-being.

The convergence of this 20 year capital programme with other significant developments including the City Region Deal moving into delivery, the focus of the Scottish Government budget and programme for government on Community Wealth Building, the Well-being economy and Place-based developments presents a significant opportunity in our journey towards sustainable public services. The hard work of the past 2 years to create the conditions means we are better positioned to take advantage of this alignment to increase the pace, scale and impact of our Be the Future programme for the benefits of people, businesses and communities.

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

Partnerships and Performance engage with customers and stakeholders and in doing so we aim to meet the Council's service standards in ways that reflect the Council's values, primarily: **Be the Customer**. As such we aim to listen to our customers (internal and external), communicate honestly, openly, with transparency and with respect and integrity.

This approach is deployed through regular team meetings, constructive conversations and systematic supervisory and learning and development supports to enable us to reach a standard of customer service that our citizens expect and deserve.

We will explore best practice and develop skills to ensure managers are undertaking meaningful discussions with staff as we adapt to and embed new ways of working.

Engagement and consultation with stakeholders as part of the development of new policies will continue to be essential; implementing equality and poverty impact assessment process as part of policy development and engagement and gathering data on services to provide customer insight and feedback.

Equally important will be the views of our staff gathered from our yearly staff engagement survey.

3.3 MANAGING SERVICE PERFORMANCE

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

Every employee within the Portfolio will have regular constructive conversation meetings with their line manager. Supporting our staff and ensuring positive mental health and wellbeing will form an important element of our constructive conversation process, Whilst objectives will also form a core element of discussions and supervisory meetings, how we go about Council business needs to be a a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values will form an important element of service performance.

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Risks and performance against business plan objectives will be reviewed regularly at the Partnership and Performance Senior Management Team, and for senior managers as part of regular supervisory meetings with the strategic director. Our services will input systematically to the *Be the Future* Programme Management Office requirements, and progress against our business plan and financial outturns will be reported to the Audit & Scrutiny Committee six-monthly, for the purposes of scrutiny and transparency.

3.4 WORKFORCE PLANNING

Directorate workforce planning took place during spring 2023, with a number of key issues identified as follows:

A gender split of 70% female and 30% male;

An ageing workforce - 55% of the workforce is over 50, with a third over the age of 55 with potential retirement options available to them;

75% of the portfolio work full time;

For 2022/23 the portfolio had a turnover rate of 10.66 and an absence lost time rate of 3.43%;

There are numerous single points of failure in small teams within a small workforce, with particular risks in a number areas where recruitment is known to be challenging nationally;

Recruitment difficulties continue to prevail, particularly in highly specialised professions;

There are ongoing critical skills gaps placing pressure on services and staff with an ongoing reliance on agency workers;

The above issues combined with pressures to make ongoing budget savings are seeing ongoing capacity issues.

Current workforce design in some areas has limited flexibility and therefore needs further review in line with the Council's Target Operating Model.

The Council's Interim Workforce Strategy 23-25 and action plan will support the portfolio to address these issues.

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4   DELIVERY PLAN

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

Business Plan 2023-24

Service objective / priority

Key Organisational Performance Results

Code	KPI	2020-21	2021-22	2022-23	2023-24	Lead
		Value	Value	Value	Target	
ALL FRD L&D	Instances of Fraud detected	-	0	0	N/A	Senior Manager Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council	-	6%	40%	100%	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	1	4	3	0	Senior Manager Legal & Governance
ALL S05 HWD	Staff Survey - All Council staff - I am given the opportunity to make decisions relating to my role	74%	70%	No Survey Undertaken	80%	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	64%	57%	No Survey Undertaken	70%	Senior Manager HR & Workforce Development
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	79%	74%	No Survey Undertaken	85%	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	78%	74%	No Survey Undertaken	85%	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	75%	69%	No Survey Undertaken	85%	Senior Manager HR & Workforce Development

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Code	KPI	2020-21 Value	2021-22 Value	2022-23 Value	2023-24 Target	Lead
RAP CTA 002	Cost of collecting Council Tax (per dwelling)		£3.70	£5.27	<£6.00	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	94.7%	96.2%	96.9%	>97%	Senior Manager Finance & Revenues
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	9.4	13.57	14.02	8.5	Senior Manager HR & Workforce Development
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises		22.7%	25.4%	>26%	Procurement Manager
RAG CRD 003	Invoice Payment Within 30 Days	87.7%	89.9%	88.6%	95%	Team Leader; Senior Manager Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	55.8%	59.8%	-	N/A	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	1.3%	2.1%	-	<1.0%	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	KPI	2020-21 Value	2021-22 Value	2022-23 Value	2023-24 Target	Lead
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	85%	83%	-100%	95%	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	TB-	-	(£294)	£0	Strategic Director - Partnership & Performance

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Partnership & Performance: Customer Results

Code	KPI	2020-21	2021-22	2022-2023	2023-24	Lead
		Value	Value	Value	Target	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	75.0%	17%	54%	N/A	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	100.0%	25%	33%	100%	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	77.1%	55%	62%	100%	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	78.9%	73%	88%	100%	Senior Manager Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	71.4%	24%	50%	100%	Strategic Director - Partnership & Performance
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	96.1%	-	-	>80%	Senior Manager Partnership & Transformation

Partnership & Performance: People Results

Code	KPI	2020-21	2021-22	2022-2023	2023-24	Lead
		Value	Value	Value	Target	
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	33%	24%	84%	90%	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	71%	77%	No Survey Undertaken	78%	Strategic Director - Partnership &

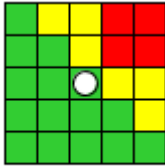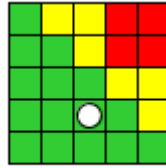| Code	KPI	2020-21	2021-22	2022-2023	2023-24	Lead
		Value	Value	Value	Target	
						Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	63%	53%	No Survey Undertaken	70%	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	68%	69%	No Survey Undertaken	75%	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	72%	65%	No Survey Undertaken	95%	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	71%	68%	No Survey Undertaken	100%	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.7	8.19	8.85	8.1	Strategic Director - Partnership & Performance

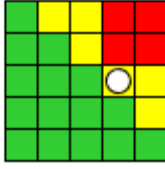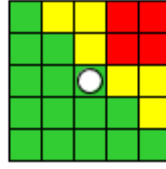| Code	ACTION	Impact	By When	Lead
NEW	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Sustainable Inclusive Growth	31-Mar-2024	Strategic Director - Partnership & Performance
NEW	Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar 2024	Senior Manager Partnership & Transformation
P&P 20 003	Support consultation and engagement activities (budget and	Enable meeting of statutory requirements	31-Mar-2024	Senior Manager

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Code	ACTION	Impact	By When	Lead
	corporate strategies).	Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth		Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports to comply with statutory reporting duties.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2024	Senior Manager Partnership & Transformation
NEW	Ensure robust approaches are in place to comply with statutory duties on Mainstreaming Equalities.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Partnership & Transformation
P&P 20 007	Finalise a new Wellbeing Local Outcomes Improvement Plan with Alliance partners and review Community Planning partnership structures and operating arrangements to ensure effective leadership and collaboration to implement the plan	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Partnership & Transformation
NEW	Significantly extend reach of new Health & Safety Management System	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2024	Senior Manager HR & Workforce Development
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	Improve corporate governance Corporate risk mitigation	31-Mar-2024	Strategic Director - Partnership & Performance
NEW	Develop and deploy a refreshed Interim Workforce Plan	Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2024	Senior Manager HR & Workforce Development

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Code	ACTION	Impact	By When	Lead
NEW	Enable approved Annual Accounts	Enable meeting of statutory requirements Improve corporate governance	30-Nov-2023	Senior Manager Finance & Revenues
New	Ensure completion of Internal Audit Actions as per agreed timelines	Enable meeting of statutory requirements Improve corporate governance	31-Mar-24	Strategic Director - Partnership & Performance
NEW	Make required preparations for the General Election	Enable meeting of statutory requirements	31-Mar-2024	Senior Manager Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	Improve corporate governance Corporate risk mitigation	31-Mar-2024	Senior Manager Legal & Governance
NEW	Enable an approved balanced budget 2024/25	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Finance & Revenues
NEW	Refresh the Councils Digital and ICT Strategy incorporating: review of appropriate plans, policies and asset plans; embed sound programme and project governance arrangements. Ensure PSN compliance and Sound Cyber Security Foundations Migration to M365 platform	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2024	Strategic Director - Transformation
P&P 20 031	Consolidate corporate support Information management approaches and address any high risk gaps	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2024	Senior Manager Legal & Governance
New	Review Procurement Strategy	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Finance & Revenues
New	Review, streamline and integrate Performance Management Framework incorporating:	Enable meeting of statutory requirements	31-Mar-2024	Senior Manager Legal &

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Code	ACTION	Impact	By When	Lead
	Implementing revised Business Planning Guidance Self Assessment and Annual Governance Statement Process Improvements to management information and data Risk management Streamlined reporting	Improve corporate governance		Governance
New	Develop and deploy a refreshed Customer Charter	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities	31-Dec 2023	Senior Manager Partnership and Transformation
New	Develop and deploy a refreshed Unacceptable Behaviour Policy	Enable meeting of statutory requirements Improve corporate governance	31-Dec-2023	Senior Manager Partnership and Transformation
New	Develop and deploy a refreshed Whistleblowing Policy	Enable meeting of statutory requirements Improve corporate governance	31-Dec-2023	Senior Manager Legal & Governance
New	Complete Financial Regulations Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Dec-2023	Senior Manager Finance & Revenues
New	Complete review of Contract Standing Orders	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Finance & Revenues
New	Refresh the Social Media and Networking Policy and associated guidance.	Improve corporate governance Corporate risk mitigation Empowering Families & Communities	31-Mar-2024	Senior Manager Partnership & Transformation
New	Finalise the Fraud Strategy and Fraud risk management arrangements and implementing a programme of training for Directors and managers.	Improve corporate governance Corporate risk mitigation	31-Mar-2024	Senior Manager Legal and Governance
New	Achieve Armed Forces Silver Accreditation	Empowering Families & Communities Health & Wellbeing	31-Mar-2024	Senior Manager Partnership & Transformation

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Business Plan Appendix - Service 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 around Integrated Emergency Management and Business Continuity Management.	**Internal Controls**	Business Continuity Plans						
	P&P 20 028	ICT Infrastructure Plans								
	P&P 20 029	PSN & Cyber Security Foundational Work								
Latest Note	Impacts of the pandemic, continue to recede, therefore all Business as Usual services are operating to a significant extent, though backlogs remain which has been a key focus this year. Concurrent risks from supply chain and labour issues, the cost of living crisis, adverse weather, geopolitical events, cyber threats 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 continues. There is also significant effort being placed on upgrading systems and infrastructure to mitigate cyber threats.									

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 20 003	Support consultation and engagement activities (budget and corporate strategies).	**Internal Controls**	Customer Consultation & Engagement						
	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.		Community Learning & Development Strategy						
	NEW	Develop and deploy a refreshed Customer Charter		Mainstreaming Equality & Diversity						
	NEW	Develop and deploy a refreshed Unacceptable Behaviour Policy		Community Asset Transfer Guidance						
Latest Note	P&P resources for this area of work are modest however 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 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	12	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.
	P&P 20 010	Undertake Staff Survey
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities

Internal Controls: Staff Survey; Strategic Workforce Plan

Latest Note	Substantial progress has continued on this area of work as part of work. An increasing number of workforce policies have been developed an implemented, in-year and workforce. Further work is plan as part of Be the Future programme through a refreshed workforce plan. 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 the foreseeable future, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity. The service has revisedrevised strategic workforce plan.

ID & Title	P&P SRR 006	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.	Status	🛑	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	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.
	P&P 20 012	Embed new Health & Safety Management System
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts
	P&P 20 029	Implement PSN and 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

Internal Controls: Internal Audit Programme; External Audit Assurance & Improvement Plan; Annual Governance Statement

	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							
	NEW	Finalise the Fraud Strategy and Fraud risk management arrangements and implementing a programme of training for Directors and managers.							
	NEW	Develop and deploy a refreshed Whistleblowing Policy							
Latest Note	Staff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capability and remains variable across the directorate, and therefore this risk will require ongoing significant focus. We have developed a workforce plan to identify and address a number of key areas of concern.								

ID & Title	P&P SRR 007	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.	**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			Budget Strategy & Monitoring					
	P&P 21 015	Contract Standing Orders Review		**Internal Controls**	Corporate Transformation Programme					
					Procurement Strategy					
Latest Note	Demand pressures are indicating a high degree of uncertainty in regard of short to medium term budget planning, though there are signs that current acute inflationary costs pressures may start to ease. Ongoing geopolitical events in Eastern Europe and the Middle East, and an uncertain world economic climate suggest our greatest challenges continue to lie ahead. Whilst this is impacting 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	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	**Status**	🔴	**Managed By**	Strategic Director - Partnership & Performance	**Current Rating**	16	**Target Rating**	9

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	reliance on digital services increases the risks associated with outages or related to information security.						
Potential Effect	Covid biosecurity drove 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 PSN and 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 continues to make significant investment in digital infrastructure, including in M365 digital and decommissioning or aged systems. This work will need to continue at pace over the next 3 to 5 years 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, this will remain an important area of ongoing focus.						

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