

---

**Report to: Partnership and Performance Committee**

---

**Date of Meeting: 26 August 2021**

---

**Subject: Business Plan Review 2021/23**

---

**Report by: Strategic Director: Partnership and Performance**

---

### **1.0 Purpose**

- 1.1. Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report presents the Partnership & Partnership Business 2021/23 for the consideration of Committee.
- 1.2. The Business Plan is contained within Appendix 1.

### **2.0 Recommendations**

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

### **3.0 Considerations**

- 3.1. The Business planning cycle for 2020/21 was severely disrupted as a result of the COVID-19 pandemic. The Plan for 2021/23 recognises that response activity in some form is likely to continue at least until March 2022; however, its main focus is on supporting recovery, renewal and transformation, as well as ensuring that the Council continues to meet its statutory obligations, and prepares the way for forthcoming local government election in May 2022.
- 3.2. As restrictions begin to ease, the Plan recognises that the implications for our workforce will be significant, particularly as hybrid working is likely to become a norm. Whilst hybrid working presents real opportunities, this work will require new policies, processes, systems; assets and ways of working that represent a fundamental change, and as such require careful engagement with staff, members and trade union colleagues.
- 3.3. ICT considerations have been significant during the pandemic and will continue to be so as we move into recovery. As well as supporting hybrid working, major organisational improvements supported by the capital plan, including M365, and improvements to server capacity, telephony systems and cybersecurity are major projects. Related to this are further developments to improve our data security and records management systems, which continue to be a priority.

- 3.4. Workforce issues feature considerably within the plan, at an organisational and directorate level. The Council's workforce is aging, and this is particularly acute within Partnership Performance. More than a third of the workforce is at an age where retirement is a potential option, with over half moving into this category within the next 5 years. At the same time, the number of younger employees in the service is distinctly imbalanced, with fewer than 5% of employees under the age of 30. The scale and pace of staff turnover is likely to increase significantly in the next 5 years, emphasising a requirement to secure and develop skills required to fulfil statutory and essential support functions as a matter of priority.
- 3.5. Financial sustainability will continue to be a focus, as the service continues to lead on and contribute to the budget process. Partnership and Performance will continue to play a significant role in supporting *Be the Future*, and within the plan, this includes contributions to transformational priorities of Inclusive Sustainable Growth, Empowering Families and Communities and Health and Wellbeing.
- 3.6. 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 – Partnership & Performance Business Plan 2021/23

**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)**

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

**Approved by**

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

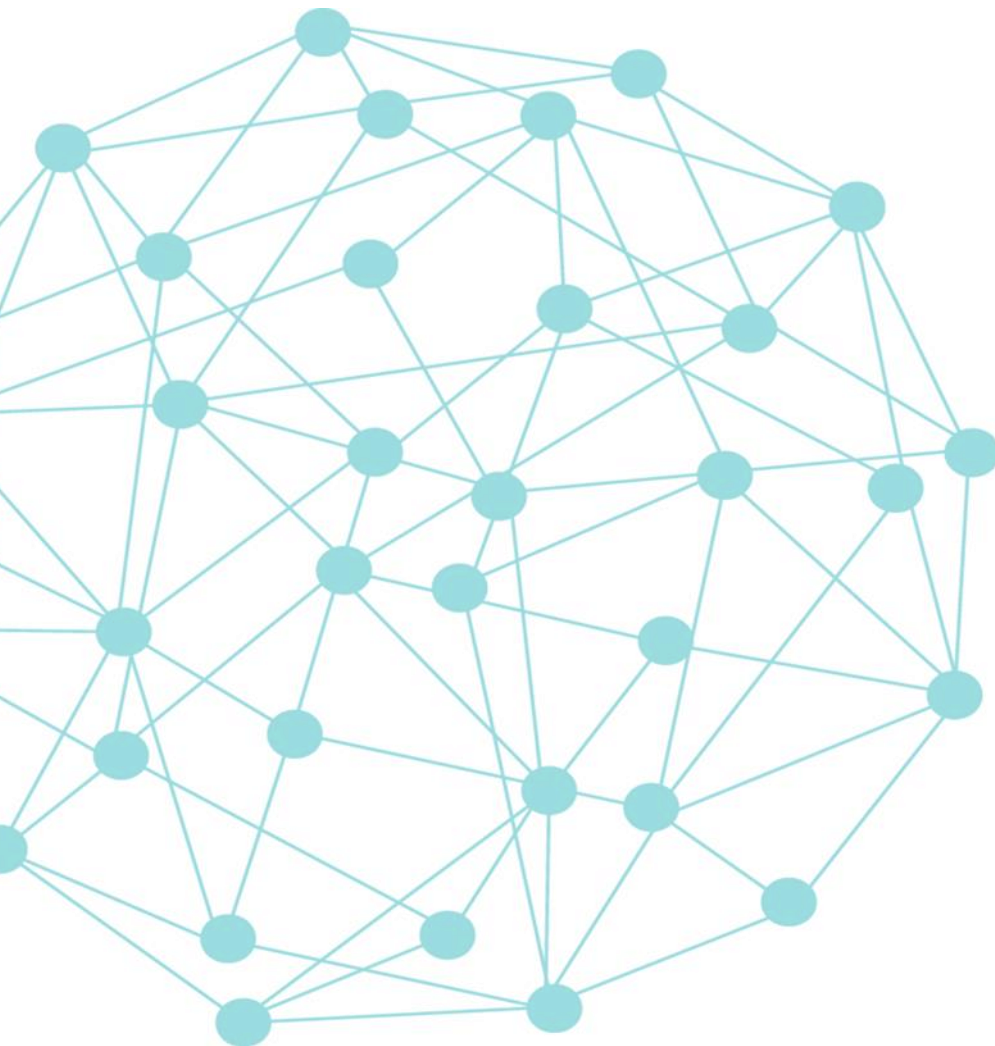




# Partnership and Performance

---

## Business Plan 2021-23



**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

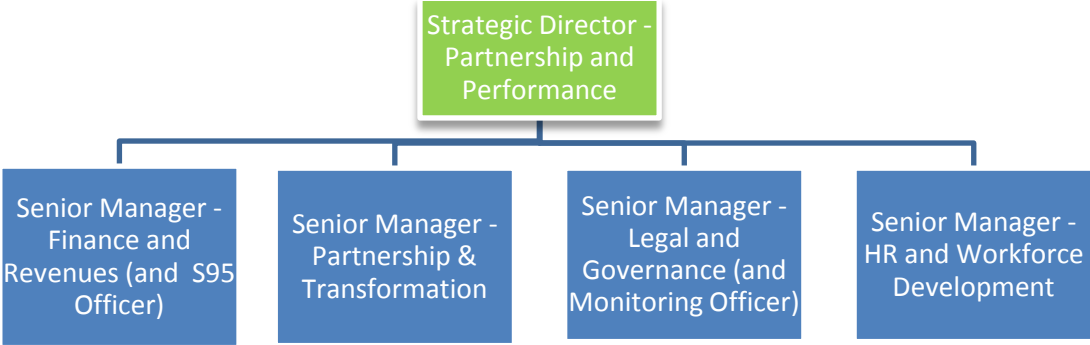
We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

#### 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.

## 1.2 SERVICE STRUCTURE

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



The portfolio revenue budget for 2021/22 is £11,015,000, with a savings target of £668,000 approved by Council.

The portfolios capital budget supports two strategic themes:

- Empowering Individuals, Families & Communities - £80,000, Community Investment Grants
- Compliance and Organisational Resilience - £1,477,000, Digital & ICT infrastructure.

### 1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Local Outcome Improvement Plan 2017/27	2017	2021
Corporate Plan	2018	2022
Budget Strategy	2021	2022
Strategic Workforce Plan	2019	2022
Gaelic Language Plan for Clackmannanshire	2021	2025
Mainstreaming Equalities Report and Outcomes	2021	2025
Procurement Strategy	2018	2022
Digital Transformation Strategy	2019	2022
Corporate Communications and Marketing Strategy	2013	2021
Corporate Risk Management Guidance	2015	2021
Major emergencies operational procedures	2018	2022
Civil Contingencies Guidance		
Business Planning Guidance and Performance Management Framework	2019	2022
Consultation Guidance and Toolkit	2014	2022
Customer Charter	2011	2022
Council Complaints Handling Procedure	2021	2023
Unacceptable Behaviour Policy	2015	2022
Standing Orders	2019	2021
Scheme of Delegation	2014	2021
Financial Regulations	2019	2022
Contract Standing Orders	2019	2022
Reporting Concerns at Work (Whistleblowing) Policy	2012	2022
Health and Safety Policy	2018	2021
Wellbeing Strategy	NEW	2021
Staff Engagement Survey	2020	2021



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

The global pandemic has had 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 at least the next 12 to 18 months and likely beyond. This has been evident not just with prolonged and ongoing displacement of our limited staff resources on response activity but also in the way we need to operate to ensure the health, safety and wellbeing of all our stakeholders.

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;
- Continue to support Covid recovery , whilst tackling the climate emergency;
- Focus on workforce planning, ensuring 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 for an uncertain post pandemic era;
- 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.

As we transition from response to recovery, it is clear that our models of delivery need to continue to adapt and change. For instance, none of us envisage that the balance of home/workplace working will return to pre-pandemic models. Such a fundamental shift will require engagement with staff and trade union colleagues as well as the development of new policies and processes, training, review of terms and conditions and significant investment in ICT and other resources.

The Council's 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 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*.

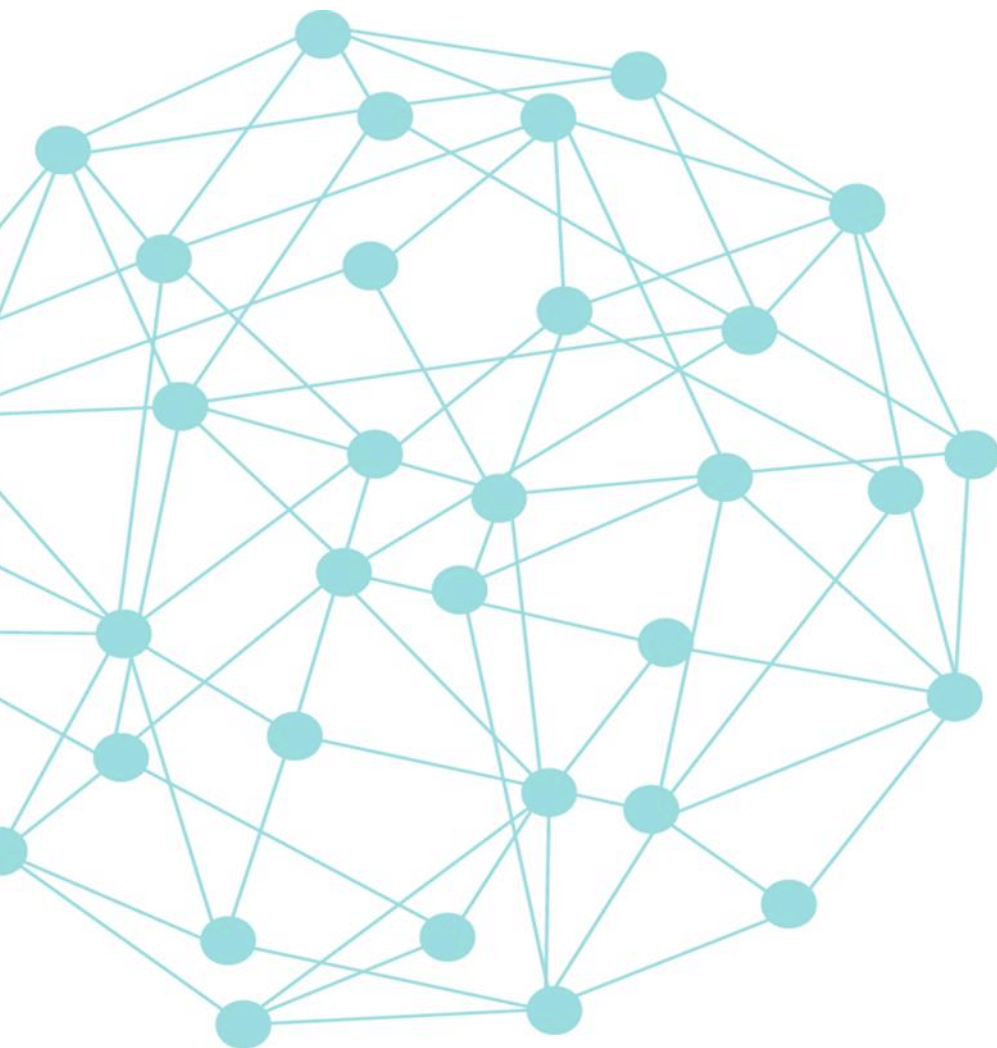
Financial sustainability has been a key challenge and theme for the Council for many years; the pandemic has necessitated respective governments to plough unprecedented sums into various response activities, a consequence of which is that public sector budgets are likely to come under even greater pressure 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.

This coming year also brings to a close one 5 year local government administrative cycle, with the commencement of another in Spring 2022/23, the bulk of which will be supported by Partnership & Performance. Preparations for the local government elections and induction of a new cadre of councillors are extensive and already under way almost one year out, and will continue late into 2022, enabling the new Council to bed in as quickly and effectively as possible.

As referenced at the start of this section, the Council’s ongoing response and recovery journey from the Global Covid pandemic will remain a priority for Partnership and Performance. As part of that we will also 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 18 months, transformation has been delivered against the socio-economic impact of COVID. However the COVID crisis 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* against the on-going COVID response, 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, 1-2-1s 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 but also through wellbeing pulse surveys.

### 3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff, particularly as we continue to respond and recover from the pandemic is essential. This business plan provides the basis for all service, team and individual PRD plans within Partnership & Performance. 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.

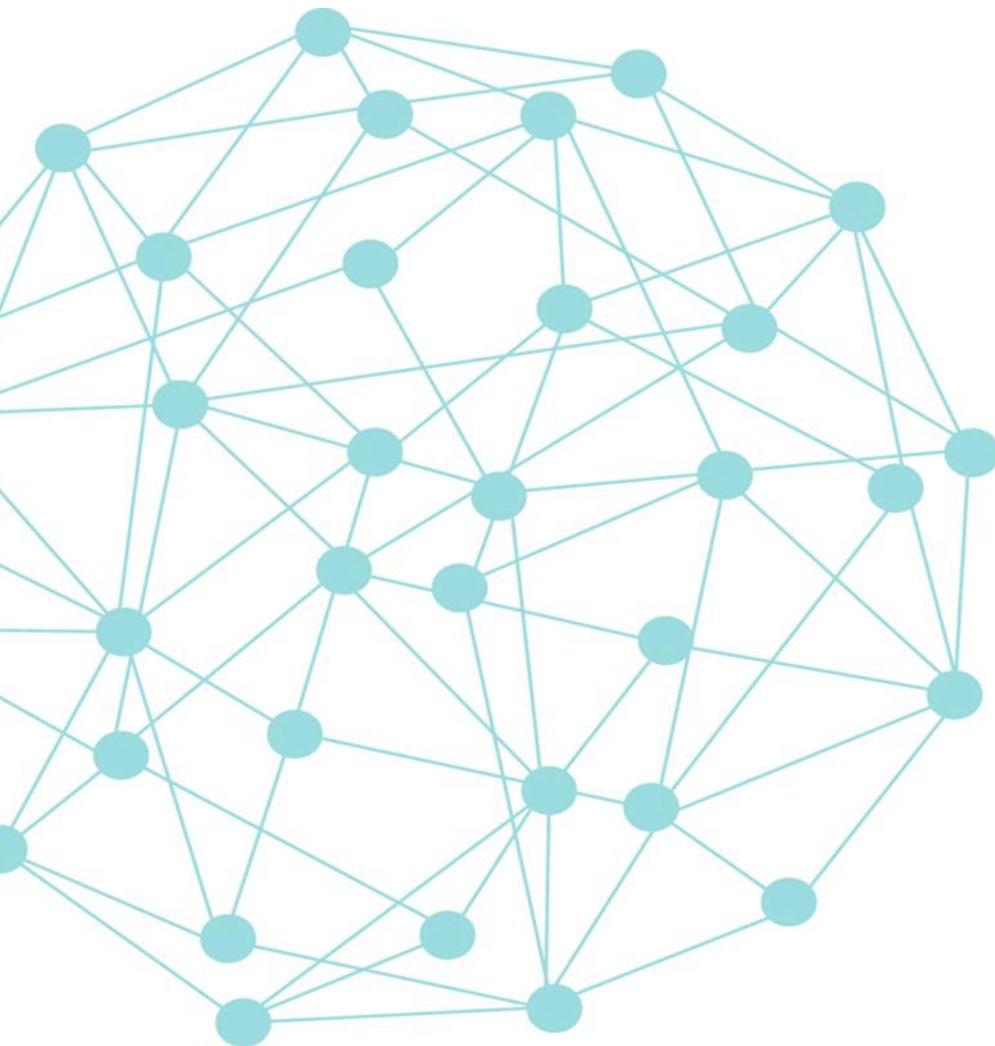
Risks and performance against business plan objectives will be reviewed regularly at the Partnership and Performance Senior Management Team, and for senior managers as part of regular supervisory meetings with the strategic director. Our services will input systematically to the *Be the Future* Programme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

### 3.4 WORKFORCE PLANNING

Realising the benefits of our transform programme, as well as responding to and supporting recovery from the COVID pandemic will rely on our portfolio having the right number of people, with the right skills, in the right jobs, and at the right time. As such, workforce planning will continue to be critical for our organisation so as to identify and prioritise how we develop our workforce to cope and flourish in our rapidly changing work environment.

Additionally, more detailed planning will allow us to address specific workforce issues which may have been exacerbated by the impacts of the pandemic. For example we recognise that in a similar manner to many other Scottish local authorities we have an aging workforce, that there are potential recruitment difficulties in specific sectors and, that due to small size our workforce, that we have a number of critical key posts where knowledge and skill could be lost.

To more fully understand these issues, and the way our current and future workforce needs to develop both now and in the future to meet these challenges, full portfolio workforce planning will be undertaken and reported to Committee in line with the Council's revised Strategic Workforce Plan for 2022-2025.



## 4 DELIVERY PLAN

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

### Business Plan 2021-22

#### Service objective / priority

#### Key Organisational Performance Results

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
ALL FRD L&D	Instances of Fraud detected				N/A	Senior Manager Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council				100%	Senior Manager HR & Workforce Development
ALL H02 HWD	Percentage of applicable employees who have received a toolbox talk on new Health & Safety policies - Council				90%	Senior Manager HR & Workforce Development
ALL H03 HWD	Percentage of employees completing core Health & Safety training - Council			24%	90%	Senior Manager HR & Workforce Development
ALL H04 HWD	Number of violent incidents to employees expressed as a % of the overall number of employees - Council			3.4%	N/A	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	2	4	1	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	61%	71%	74%	80%	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	45%	56%	64%	70%	Senior Manager HR & Workforce Development

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	64%	73%	79%	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	74%	78%	78%	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	67%	73%	75%	85%	Senior Manager HR & Workforce Development
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£3.58	£0.81	TBC	<£1.00	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	95.9%	95.7%	94.7%	>95%	Senior Manager Finance & Revenues
HWD SWP 001	Percentage of targets met for implementation of Strategic Workforce Plan			74%	75%	Senior Manager HR & Workforce Development
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	13.2	12.5	9.4	8.5	Senior Manager HR & Workforce Development
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	15.6%	-	24%	>25%	Procurement Manager
RAG CRD 003	Invoice Payment Within 30 Days	89.9%	92.3%	TBC	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%	56.9%	TBC	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%	1.3%	TBC	<1.0%	Senior Manager Partnership & Transformation



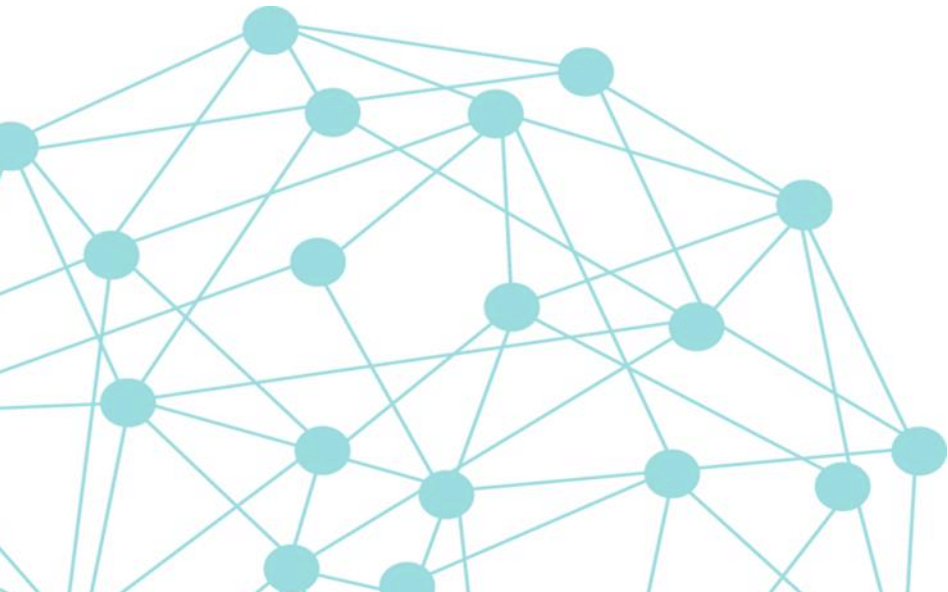
## Partnership & Performance: Financial Results

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	-	-	85%	95%	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	-	-	TBC	£0	Strategic Director - Partnership & Performance

## Partnership & Performance: Customer Results

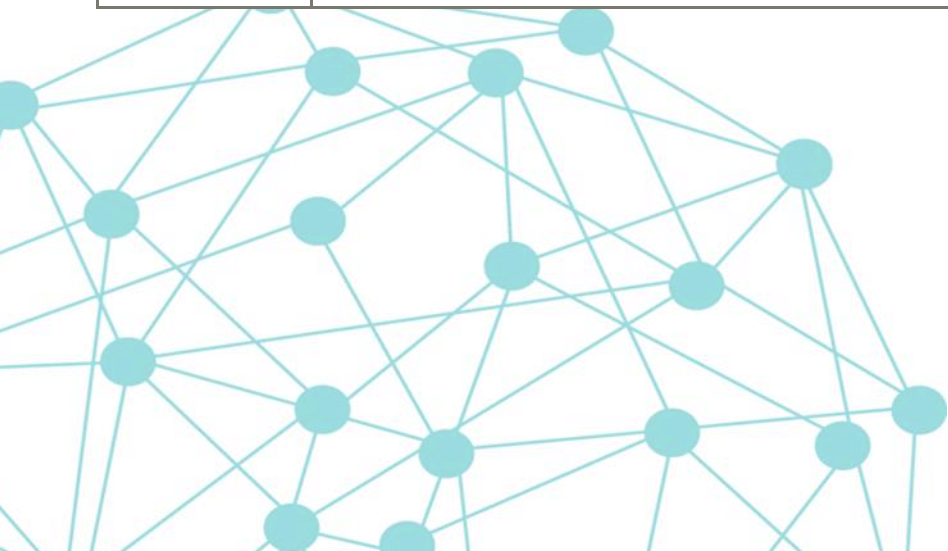
Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	-	28.6%	75.0%	N/A	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	-	28.6%	100.0%	100%	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	-	75.0%	77.1%	100%	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	92.2%	87.8%	78.9%	100%	Senior Manager Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	-	89.5%	71.4%	100%	Strategic Director - Partnership & Performance
GOV AUD 001	Percentage of Internal Audit plan completed	100%	94%	27%	>80%	Internal Audit Officer
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.5%	-	-	<0.5%	Senior Manager Partnership & Transformation

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	95.1%	96.7%	96.1%	>97%	Senior Manager Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	100.0%	-	-	100%	Senior Manager Legal & Governance



## Partnership & Performance: People Results

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date		14%	33%	100%	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	69%	67%	71%	75%	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	47.5%	44%	63%	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	61.5%	61%	68%	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	76%	68%	72%	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	69%	63%	71%	100%	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	–	13.6	8.7	8.1	Strategic Director - Partnership & Performance



Code	ACTION	Impact	By When	Lead
P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing	31-Mar-2022	Strategic Director - Partnership & Performance
New	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.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar 2022	Senior Manager Partnership & Transformation
New	Undertake a Covid debrief process following the national review and debrief protocol.	Enable meeting of statutory requirements Deliver a decision of Council	30-Sept 2021	Senior Manager Partnership & Transformation
P&P 20 003	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-2022	Senior Manager Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31 Mar 2022	Senior Manager Partnership & Transformation
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2022	Senior Manager Partnership & Transformation

Code	ACTION	Impact	By When	Lead
		Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth Deliver a decision of Council		
P&P 20 007	Develop a new Wellbeing Local Outcomes Improvement Plan with partners as part of the work to achieve a wellbeing economy. Review partnership structures, planning and performance management structures as part of this work.	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth Deliver a decision of Council	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 009	Maintain Health Working Lives (Silver Level)	Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2022	Senior Manager HR & Workforce Development
P&P 20 010	Undertake Staff Survey	Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Dec-2021	Senior Manager HR & Workforce Development
P&P 20 011	Develop & Implement A Leadership and Management Development programme that support our vision and values	Improve corporate governance Corporate risk mitigation	31/12/21	Senior Manager HR & Workforce Development
P&P 20 012	Embed new Health & Safety Management System	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2022	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 Deliver a decision of Council	31-Mar-2022	Strategic Director - Partnership & Performance

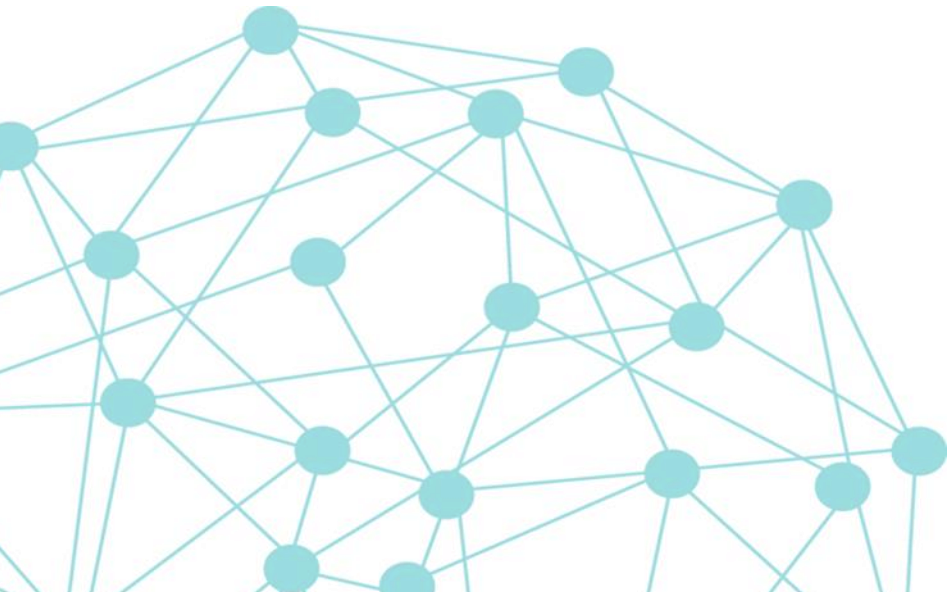
Code	ACTION	Impact	By When	Lead
P&P 20 014	Develop further the principles of the Fair Work Convention	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2022	Senior Manager HR & Workforce Development
NEW	Put in place Hybrid Working approaches to support COVID recovery and organisational transformation	Enable meeting of statutory requirements Corporate risk mitigation Health & Wellbeing Sustainable Inclusive Growth	31-March-23	Strategic Director - Partnership & Performance
P&P 20 018	Lead on the approach to enable improved governance through the Annual Governance Statement	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 019	Lead on the approach to deliver approved Annual Accounts	Enable meeting of statutory requirements Improve corporate governance	31-Dec-2021	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	Enable meeting of statutory requirements	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	Improve corporate governance	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2021	Senior Manager Finance & Revenues
P&P 20 027	Refresh the Digital Transformation Strategy in light of the new Scottish Digital Strategy and refine the Digital Roadmap for Clackmannanshire.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2022	Strategic Director - Transformation

Code	ACTION	Impact	By When	Lead
		Corporate risk mitigation Sustainable Inclusive Growth		
P&P 20 028	Refresh the ICT infrastructure Improvement Plan and ICT Asset Management Plan. This work will include a review of ICT policies on a programmed basis.	Corporate risk mitigation	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Deliver a decision of Council	31- Dec-21	Senior Manager Partnership & Transformation
P&P 20 033	Deliver the agreed IT capital plan	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth Deliver a decision of Council	31-Mar-2022	Senior Manager Partnership & Transformation
New	Publish Local Child Poverty Action Plan Implementation and annual report; Gaelic Language Plan Implementation and annual report; BSL annual report.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2022	Senior Manager Partnership & Transformation

Code	ACTION	Impact	By When	Lead
New	Support Census 2022 process for Clackmannanshire.	Enable meeting of statutory requirements	31-Mar-2022	Senior Manager Partnership & Transformation
New	Following formation of a New Administration develop a refreshed Corporate Plan 2022-27	Improve corporate governance Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2023	Strategic Director - Partnership & Performance
New	Procurement Strategy Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2023	Senior Manager Finance & Revenues
New	Major emergencies operational procedures Civil Contingencies Guidance Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities	31-Mar-2023	Senior Manager Partnership & Transformation
New	Business Planning Guidance and Performance Management Framework Review	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2023	Senior Manager Legal & Governance
New	Consultation Guidance and Toolkit Review	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities Sustainable Inclusive Growth	31-Mar-2023	Senior Manager Partnership & Transformation
New	Customer Charter Review	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2023	Senior Manager Legal & Governance
New	Unacceptable Behaviour Policy Review	Improve corporate governance Corporate risk mitigation	31-Mar-2023	Senior Manager Legal & Governance
New	Reporting Concerns at Work (Whistleblowing) Policy Review	Improve corporate governance Corporate risk mitigation	31-Mar-2023	Senior Manager Legal & Governance

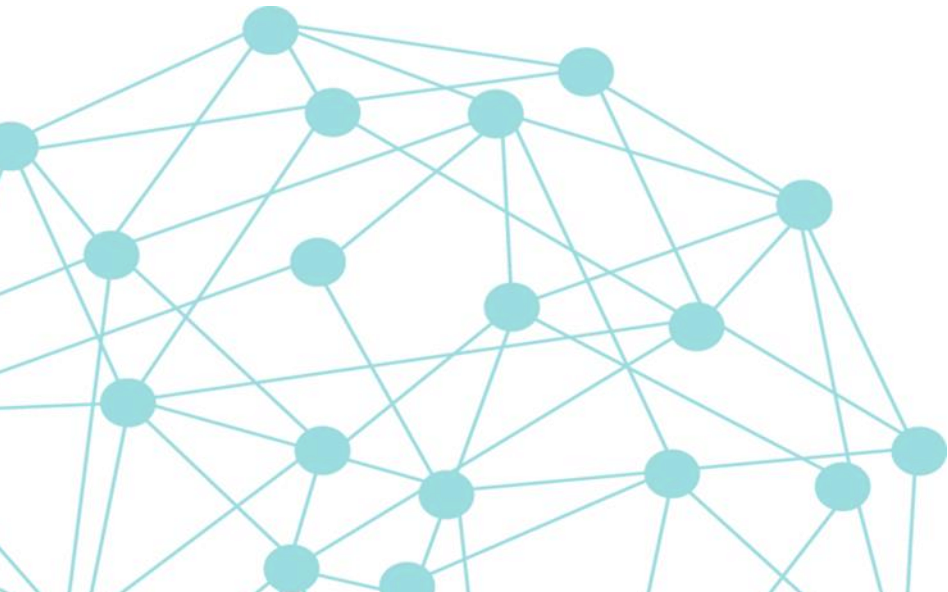



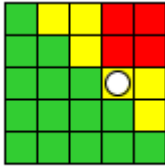
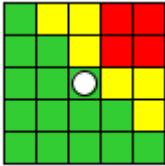
<b>Code</b>	<b>ACTION</b>	<b>Impact</b>	<b>By When</b>	<b>Lead</b>
New	Financial Regulations Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2023	Senior Manager Finance & Revenues
New	Contract Standing Orders Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2023	Senior Manager Finance & Revenues

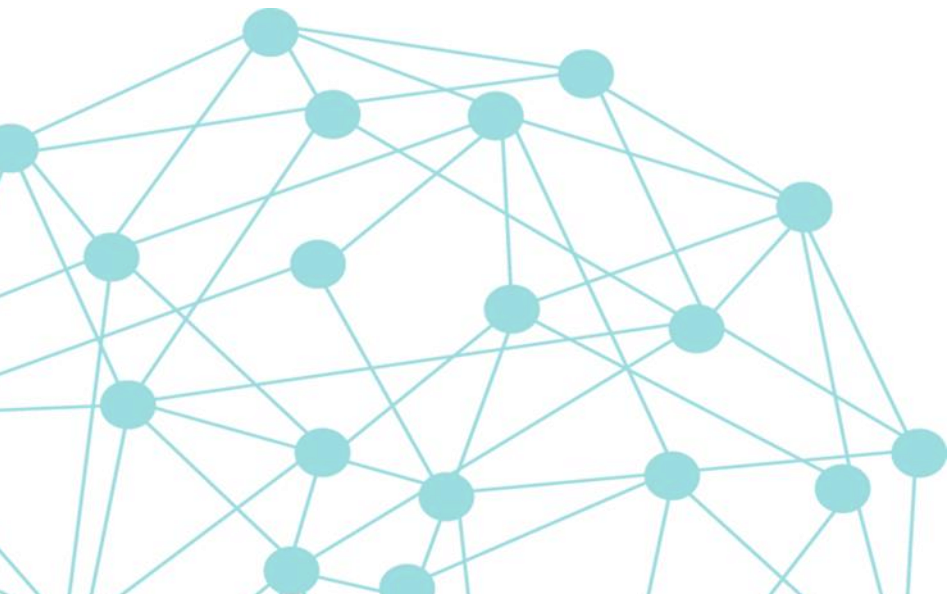


# Business Plan Appendix - Service Risk Register

<b>ID &amp; Title</b>	P&P SRR 001	Business continuity or resilience failure	<b>Status</b>		<b>Managed By</b>	Strategic Director - Partnership & Performance	<b>Current Rating</b>	9	<b>Target Rating</b>	6
<b>Potential Effect</b>	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.									
<b>Related Actions</b>	P&P 20 001	Co-ordinate major incident response/recovery and ensure as time permits during ongoing pandemic that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.	<b>Internal Controls</b>	Business Continuity Plans						
<b>Latest Note</b>	Scotland remains in civil contingencies arrangements that have been in place since March 2020; it is anticipated that this will remain the case to some extent until such times as a critical mass has been achieved (likely some time between autumn 2021 and spring 2022) with the COVID-19 vaccine roll out programme which commenced on 8 December 2020 and follow up Covid booster and winter flu programme. Staffing resources in P&P continue to be stretched in dealing with the impacts of the global pandemic, and therefore concurrent risks for example from adverse weather, or major outage continue to pose an ongoing and substantial risk to business continuity. Additional resources are being considered potentially utilising COVID funding. IMTs continue to be convened as necessary and a substantial review of business continuity plans will be required as soon as resources allow.									



<b>ID &amp; Title</b>	P&P SRR 003	Ineffective communication and engagement with our communities	<b>Status</b>		<b>Managed By</b>	Senior Manager Partnership & Transformation	<b>Current Rating</b>	12	<b>Target Rating</b>	9
<b>Potential Effect</b>	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.									
<b>Related Actions</b>	P&P 19 031	Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.	<b>Internal Controls</b>		Customer Consultation & Engagement	Likelihood  Impact	Likelihood  Impact			
	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).			Community Learning & Development Strategy					
	P&P 20 005	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.			Mainstreaming Equality & Diversity					
		Consultation Guidance and Toolkit			Community Asset Transfer Guidance					
<b>Latest Note</b>	P&P resources for this area of work are modest during BAU but continue to be significantly depleted presently as a result of staff displacement to current higher priority Covid support operations. Despite the success of the vaccination programme, the numbers of residents required to isolate remains variable, placing ongoing and unpredictable pressures on the Council's support for isolation resources. This has undoubtedly led to some frustrations with communities or community groups when inevitable delays ensue. As Covid response requirements allow, resources will be returned to core community engagement work however until then, greater emphasis on communicating resource displacement to communities and partners may need to continue for the short term									



<b>ID &amp; Title</b>	P&P SRR 004	Ineffective engagement with Workforce/Sub optimisation of Workforce/Workforce Gaps/Aging Workforce	<b>Status</b>	?	<b>Managed By</b>	Senior Manager HR & Workforce Development	<b>Current Rating</b>	16	<b>Target Rating</b>	9
<b>Potential Effect</b>	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.									
<b>Related Actions</b>	P&P 20 005	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.	<b>Internal Controls</b>	Staff Survey						
	P&P 20 010	Undertake Staff Survey		Strategic Workforce Plan						
	Review of P&P Workforce Plan									
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities									
<b>Latest Note</b>	Substantial progress has continued on this area of work as part of the pandemic response. This has included a staff wellbeing surveys. A number of workforce policies have been developed an implemented, in-year and an updated on the strategic workforce plan has been presented to Committee. The main risks at present relate to a stretched and fatigued workforce as a result of the ongoing pandemic. Beyond that an aging P&P workforce, with a number of key staff approaching potential retirement, turnover in key posts or posts that are single points of failure, impacted by turnover or absence overlays presents significant future challenges particularly within the context of transformation demands. A fundamental review of workforce planning will be necessary to ensure the sustainability of service provision, particularly in the context of meeting statutory duties.									

<b>ID &amp; Title</b>	P&P SRR 005	Significant Loss of Revenue due to Covid 19	<b>Status</b>	?	<b>Managed By</b>	Senior Manager Finance & Revenues	<b>Current Rating</b>	12	<b>Target Rating</b>	9
<b>Potential Effect</b>	Covid 19 has had a significant disruptive impact on service delivery, with a consequential impact on revenue and current budget sustainability for some service areas. Its impacts also create a degree of uncertainty in terms of future budget planning.									
<b>Related Actions</b>	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	<b>Internal Controls</b>	Outturn Monitoring						
<b>Latest Note</b>	In the short terms the Scottish Government has provided resources to cover a number of revenue shortfalls, however, impacts of the pandemic (some of which may yet be to materllse) present significant and ongoing risks to Council revenue streams. These issues will continue to be monitored and reported for scrutiny purposes to respective service committees and Audit Committee.									

ID & Title	P&P SRR 006	Significant Organisational Governance Failure	Status		Managed By	Strategic Director	Current Rating	12	Target Rating	9	
<b>Potential Effect</b>	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.										
<b>Related Actions</b>	P&P 20 012	Embed new Health & Safety Management System	<b>Internal Controls</b>	Internal Audit Programme			Likelihood		Impact	Likelihood	
	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.		External Audit Assurance & Improvement Plan							
	Refresh the Councils Prevent strategy and approaches			Annual Governance Statement							
	P&P 20 019	Deliver approved Annual Accounts		Publication of Local Child Poverty Action Plan; Gaelic Language Plan report; BSL annual report.							
	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.									
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps									
	Procurement Strategy Review										
	Financial Regulations Review										
<b>Latest Note</b>	The current pandemic and concurrent risks profile, temporary pausing of audit and scrutiny activity in 2020 combined with a stretched workforce has created risks that could result in failures of governance. Audit and scrutiny programmes resumed in late 2020, however resource displacement and workforce turnover within P&P and elsewhere in the organisation means that it is likely that it may be some considerable time before this risk returns to pre-Covid levels, and therefore this risk will require ongoing significant focus.										

ID & Title	P&P SRR 007	Increased Services Demands/Demand Pressures Arising from Covid/Deteriorating Economic Outlook	Status		Managed By	Strategic Director	Current Rating	16	Target Rating	9	
<b>Potential Effect</b>	Risk that current resource base cannot meet rising demand resulting from Covid pandemic and other environmental factors including Brexit and climate change.										
<b>Related Actions</b>	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	<b>Internal Controls</b>	Budget Strategy & Monitoring			Likelihood		Impact	Likelihood	
	Contract Standing Orders Review			Corporate Transformation Programme							
				Procurement Strategy							
<b>Latest Note</b>	Initial demand pressure exercises are indicating a high degree of uncertainty in regard of short term budget planning, particularly in terms of whether increased pandemic costs will return to pre-Covid levels or whether demand will be sustained in the post Covid operating environment. At this stage, emphasis is on monitoring the harms from disease prevalence, however, it is likely the other 3 harms will have medium to longer term impacts on demand pressures and budget planning. 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 Keep Pace with Digital Agenda/Cybersecurity Breach	Status	?	Managed By	Strategic Director	Current Rating	12	Target Rating	9
Potential Effect	Covid biosecurity requirements have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security..									
Related Actions	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Internal Controls	Performance and Outturn reporting						
	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 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.								
	P&P 20 033	Deliver the agreed IT capital plan								
Latest Note	The Council has made significant investment in digital infrastructure during the Covid pandemic, including M365 and digital telephone payments. This work will need to continue at pace to meet citizen demand and to sufficiently realise benefits.									

