

---

**Report to: Audit & Scrutiny Committee**

---

**Date of Meeting: 20 April 2023**

---

**Subject: Business Plan 2021/23 - Update Report**

---

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

---

## **1.0 Purpose**

- 1.1. Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2021-23 agreed in August 2021 (linked as follows <https://www.clacks.gov.uk/council/meetings/agenda/1089/>). This report updates on progress as at 30 September 2022.
- 1.2. Appendix 1 provides a fuller update on the progress, however a number of areas are highlighted with the Considerations section of this report.

## **2.0 Recommendations**

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

## **3.0 Considerations**

- 3.1. This report provides Committee with an update on progress to date with the Partnership & Performance Business Plan 2021-23. It should be noted that data on some Key Performance Indicators is not yet available at this juncture; however a full year end report will be provided later in autumn 2023. The service is currently developing its business plan for the 2023/24 performance period.
- 3.2. Partnership and Performance continues to be central to the coordination and management of response, transformation and business as usual activity. This work has ranged from emergency planning, business continuity and major incident response; communications; health and safety; governance improvement actions, further developments in digital approaches; and, administration of grants.
- 3.3. The report outlines a continuing changing risk profile, with cost inflation now entrenched as a significant risk, not just for the Council's resource base but also impacts on our citizens and communities. Labour issues have noticeably deteriorated over the course of the past year; this includes industrial action and supply issues, which continue to impact on recruitment and retention, and

in some instances organisational capability. As an accredited Living Wage employer, with demonstrate improvement in spend in the local economy, the service continues its endeavours to make a positive impact on the County's Community Wealth and Wellbeing Economy objectives. The pandemic has left a series of issues in its wake, e.g. cost of living crisis and cost inflation, that have necessarily abstracted the service from some objectives. This period also included the Local Government elections, which were substantially supported by the service. In particular there are a number of corporate governance initiatives that have been impacted. Important discovery work associated with ICT and digital roadmaps was also completed over this period.

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

#### **4.0 HR and Workforce Development**

- 4.1. Ongoing progress continues to be made in relation to digital transformation. This includes:
- 4.2. Significant work has continued on development of the Council's health and safety management system, with employee wellbeing remaining a significant feature. This includes further practical wellbeing supports and tools as well as development and roll out of virtual wellbeing sessions.
- 4.3. The service has continued to develop and deploy a range of management and leadership development products across all supervisory levels, and our suite of e-courses has continued to be developed and implemented.
- 4.4. There has been ongoing positive engagement and consultation with Trade Union Colleagues with joint working on a range of new and revised policies, many of which have come through Council during the course of the year.

#### **5.0 Finance and Revenues**

- 5.1. As with many other services the work of Finance and Revenues continued to be impacted by COVID19 and our response. Services have adapted successfully to new ways of working with most staff continuing to work from home. One of the key changes was to put in place electronic payments to individuals which had been previously made via face to face issuing of cash.
- 5.2. The Revenues team in particular have been impacted with the increase in volume of queries, changes to individuals' circumstances and new claims for Council Tax Reduction and Benefits; however services continue to function successfully despite the challenges, including the Scottish Welfare Team, providing essential crisis support to vulnerable citizens.
- 5.3. The Finance and Revenues teams continued to work relentlessly administering the various Scottish Government Business Support Schemes, reviewing applications and making payments to businesses throughout 2020/21 and well into 2021/22.

- 5.4. Despite the ongoing response effort, many business critical annual activities continued to be delivered. During the year the Council's annual accounts were prepared and audited receiving a clean audit report from Audit Scotland. The annual budget process for 2022/23 was completed and a balanced budget was approved by Council. This included continued oversight of an ambitious 20-year Capital Programme, supporting Be the Future, that will contribute significantly to an investment-led recovery in Clackmannanshire.
- 5.5. In addition, the service continues to facilitate core governance processes, including supporting, advising and providing solutions for services with outturns, business cases and major procurement and commissioning enabling progression with Be the Future priority areas. Whilst the service has struggled to recruit to the procurement assistant due to labour market shortages, considerable progress was made on local expenditure targets and enabling Living Wage accreditation, contributing to the Council's Community Wealth Building programme.

## **6.0 Partnership and Transformation**

- 6.1. A considerable proportion of the service effort has once again focused on civil contingencies response. The council's capacity in this area was further strengthened with a number of staff achieving accreditation in business continuity management.
- 6.2. ICT development and Digital Transformation projects have continued despite ongoing response issues. This period has seen significant discovery work, providing the foundations for ICT infrastructure and digital transformation roadmaps supporting Be the Future. ICT has a substantial capital plan, with progress made on the procurement of a new telephony system to be rolled out in the first half of 2023. In support of attainment challenge and digital learning strategy outcomes, progress has also continued with the procurement and rollout of digital devices for learners and ICT equipment in schools, supporting the education service to prepare our young people for a digital future.
- 6.3. The service has provided considerable support to a number of core council and partnership strategies, including Community Wealth Building and the Wellbeing Economy, and on a new Wellbeing LOIP. The work of the Clackmannanshire Alliance was also supported with a major programme around the cost of living crises during Challenge Poverty Week 2022.

## **7.0 Legal & Governance**

- 7.1. Similar to many services, Legal & Governance has continued to see volatility during a period of high demand for its services, with a number of increasing complex projects developing through Be the Future. The service continues to work towards a redesign to improve overall capacity and resilience.
- 7.2. The Licencing. Team continue to support Licencing Board responsibilities, with increased demand as community events reopened after a 3 year hiatus. A major achievement included a significant development in Short Term Lets regulations introduced during the year in line with legislative requirements.

- 7.3. The Election team successfully delivered the Local Government election and supported, in partnership with our Workforce Development and Learning colleagues, the induction of the new Council and its members.
- 7.4. The public archive services were fully restored in 2022, with higher demand following a period of extended closure. The Registrar has continued to provide an important public service to citizens in the registration of births, marriages and deaths. The Scotland's People service reopened and the team has continued to provide a high quality Scottish Certificates service.
- 7.5. Risk and performance management staff overhauled the cross service risk and integrity forum and ensured the Council's public performance reporting system remained maintained to a high standard. This included reporting of a number of statutory reports, including the Local Government Benchmarking Framework and complaints reporting. The team is also instrumental in facilitating submission of the Annual Governance Statement as part of the annual accounts.

## **Conclusion**

- 7.6. The pandemic response and its aftermath continued to impact on the work of the Portfolio's work during the first 6 months of 2022/23. Although most staff had returned to substantive duties, the displacement of core activity during the pandemic, including governance improvements, combined with employee recruitment and retention issues and the impacts and consequences of inflation, cost of living and high demand for services, has seen continued challenges across the board.
- 7.7. Despite these challenges, Partnership and Performance can demonstrate a considerable impact in terms of delivering business critical and essential governance functions, whilst also playing a crucial role in enabling delivery of the Council's recovery and transformational priorities, whether Be the Future or the supporting an investment-led recovery through the capital plan.
- 7.8. Not all of the intended actions within the plan have been delivered to date. Staff have been stretched and tested over an ongoing period, and capacity and skills gaps have impacted at times on plans, partly as a result of global supply chain and national labour market issues and partly due to recurring response activity. However, despite challenges and risks, such as inflation, cyber security and labour supply, the Portfolio demonstrates considerable achievements and responses in the context of enabling delivery of Council priorities. This is testament to the flexibility, expertise and resilience of its many dedicated staff.

## **8.0 Sustainability Implications**

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

## **9.0 Resource Implications**

- 9.1. *Financial Details*

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

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

9.4. *Staffing – no direct implications.*

## 10.0 Exempt Reports

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

## 11.0 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)

## 12.0 Equalities Impact

12.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes  No

## 13.0 Legality

13.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

## 14.0 Appendices

14.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A – 2022/23 Performance Report

## 15.0 Background Papers

15.1 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 & Performance

# APPENDIX 1

## Business Plan 2021-23

## Q2 2022-23 Progress Report

### Key to symbols used in this report

PIs		ACTIONS		RISKS	
Long Trend (Overall trend over longer term)	Status (Compares actual performance with target)	Status	Status	Current Rating Likelihood x Impact (1 - 5)	Status
 Performance has improved	 Alert	 Completed	 Completed		 Rating 16 and above
 Performance has remained the same	 Warning	 In progress/Not started	 In progress/Not started		 Rating 10 to 15
 Performance has declined	 OK	 Check progress	 Check progress		 Rating 9 and below
 No comparison available - May be new indicator or data not yet available	 Unknown	 Overdue	 Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	
		 Cancelled	 Cancelled		

## Key Organisational Performance Results

Code	INDICATOR	2021/22	2022/23	Q2 2022/23	Q2 2022/23	Lead
		Value	Target	Value	Note	
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (All Council staff)	13.2		3.2	Average FTE Days lost for Q2 22/23 was 3.2 as compared to 3.1 for Q2 in 21/22. The current year to date (as at 31/01/23) is 11.62 as compared to the overall value for 21/22 of 13.2. Whilst absences for the quarter have slightly increased in comparison to previous year overall there appears to be a slight improvement. Longer term absences continue to have the largest impact on performance across the Council. We have in place significant resources to support our staff in terms of wellbeing, this will be enhanced further following approval by Council of the Wellbeing Strategy in December 2022 with associated actions progressed by our Healthy Working Lives Group,	Senior Manager HR & Workforce Development

## Partnership & Performance: Customer Results

Code	INDICATOR	2021/22	2022/23	Q2 2022/23	Q2 2022/23	Lead
		Value	Target	Value	Note	
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	55.3%	100%	54.5%	Performance remains considerably below target, and there is some way to go to achieve the levels of performance we aspire to. A small number of staff deal with all enquiries, FOIs, complaints, therefore performance remain variable depending on service pressures. We are reviewing systems and resources via workforce planning to achieve performance consistency at target levels.	Strategic Director - Partnership & Performance
P&P C02 CUS	% formal complaints closed within timescale - Partnership & Performance	25.0%	100%	100.0%	Numbers are low generally; however Q2 reflects a more favourable position than the previous year which was unacceptable.	Strategic Director - Partnership & Performance
P&P C04 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	16.7%	N/a	100.0%	The proportion of complaints that are upheld can fluctuate over time – we dismissed no complaints in the first 6 months – all were upheld in some part. A target is not appropriate for this indicator as it is important to actively encourage and respond positively to feedback.	Strategic Director - Partnership & Performance









Code	INDICATOR	2021/22	2022/23	Q2 2022/23	Q2 2022/23	Lead
		Value	Target	Value	Note	
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	72.7%	100%	76.1%	Responding to enquiries is a key element of building stakeholder confidence; therefore it remains vital that we continue to strive to ensure we meet this target every time. Modest progress has been made however; we still not near the levels of performance sought. We are looking at capacity, systems and skills building in this area to ensure improved compliance.	Senior Manager - Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	23.8%	100%	100.0%	Whilst performance is on target, volumes are low, and we are conscious that performance consistency remains as much a challenge here as it does with other types of enquiry.	Strategic Director - Partnership & Performance









### Partnership & Performance: People Results






Code	INDICATOR	2021/22	2022/23	Q2 2022/23	Q2 2022/23	Lead
		Value	Target	Value	Note	
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.2		2.2	Average FTE Days lost for Q2 22/23 was 2.2 as compared to 2.4 for Q2 in 21/22. The current year to date (as at 31/01/23) is 6.41 as compared to the overall value for 21/22 of 8.2. There has been a continued improvement in the level of absence. Review of absence is considered at P&P SMT as well as a standing agenda item at P&P Bipartite. Unlike other service areas short term absence is the main reason for absence. These are managed in line with the Council policies.	Strategic Director - Partnership & Performance






## Improvement Actions










Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✔	The service continues to review all major incident plans and business continuity plans. A number of developments have progressed in the reporting quarter. These include a major COMAH site exercise at Blackgrange, development of National Power Outage plans and planning for a major national exercise on National Power Outage called Mighty Oak which takes place in March 2023. A number of incidents have also been coordinated and managed during the reporting quarter including a significant outbreak of Avian Flu in the County. In addition the team have led on the Councils response to the ongoing UK and Scottish Covid 19 inquiries.	Strategic Director - Partnership & Performance
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✔	A 5 phase budget engagement process was agreed in Autumn and progress against that process has been made. In December a public consultation was held to gather feedback and views on the Councils Be the Future priorities and to understand the most important issues for customers. In January 2023 a second public consultation was held on specific budget proposals for 2023/24, with findings reported and included as part of the budget setting process.	Senior Manager Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	31-Mar-2022	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	✔	A number of corporate and partnership strategies relating to legislative requirements have been completed and published. Work is well underway on refreshing the Wellbeing Economy Local Outcome Improvement Plan which will be completed by the Summer 2023. The Councils Corporate Plan will be developed in conjunction with the LOIP.	Senior Manager Partnership & Transformation
P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	31-Mar-2022	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	⚠	A draft corporate communications strategy has been developed, however this will be refined and updated in conjunction with the development of the Councils corporate plan being taken forward in Spring 2023.	Senior Manager Partnership & Transformation


Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		The Council's progress on Mainstreaming Equalities and Diversity report was agreed at Council in April 2021 and published on the Council's website thereafter.	Senior Manager Partnership & Transformation
P&P 20 007	Develop a new Wellbeing Local Outcomes Improvement Plan with partners as part of the work to achieve a wellbeing economy. Review partnership structures, planning and performance management structures as part of this work.	31-Mar-2022	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%		Work with Alliance partners is underway to finalise the wellbeing economy Local Outcome Improvement Plan which will be completed by early Summer 2023. A significant process of community consultation is being taken forward in Spring to inform the final LOIP.	Senior Manager Partnership & Transformation
P&P 20 009	Maintain Healthy Working Lives (Silver Level)	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		The HWL programme was previously retained however during COVID the national programme was suspended. The HWL award scheme is now no longer in place. Council recently agreed our new Mental Health and Wellbeing Strategy and Action Plan. Our HWL group will lead on the delivery if the action plan.	Senior Manager HR & Workforce Development
P&P 20 010	Undertake Staff Survey	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Survey is completed. Results compiled and reported to Committee.	Senior Manager HR & Workforce Development
P&P 20 011	Develop & Implement a Leadership and Management Development programme that support our vision and values	31-Dec-2021	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%		Work continues to progress the Council's leadership development offering in line with the TOM, and Family Wellbeing Partnership work, including Facilitation Programme for Senior leads, Hybrid Management programme and a full schedule of SLF (Senior Leadership Forum) events.	Senior Manager HR & Workforce Development
P&P 20 012	Embed new Health & Safety Management System	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Ongoing progress and development of the system which will continue for the foreseeable future.	Senior Manager HR & Workforce Development

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2022	<input type="text" value="40%"/>		This work has been delayed due to a number of factors, including staff turnover and emerging strategic priorities that are now more clearly formed through the transformation programme. The service is in the final stages of developing a workforce plan for the future upon which further redesign will come forward	Strategic Director - Partnership & Performance
P&P 20 014	Develop further the principles of the Fair Work Convention	31-Mar-2022	<input type="text" value="100%"/>		Progress continues to me made as part of the agreed Community Wealth Building Action Plan including achievement of Real Living Wage accreditation status.	Senior Manager HR & Workforce Development
P&P 20 018	Lead on the approach to enable improved governance through the Annual Governance Statement	31-Mar-2022	<input type="text" value="100%"/>		Completed on schedule and reported to Audit Committee. Work is well underway for the current year.	Senior Manager - Legal & Governance
P&P 20 019	Lead on the approach to deliver approved Annual Accounts	31-Dec-2021	<input type="text" value="100%"/>		Completed on schedule and reported to Audit Committee.– clean audit opinion received. Work is well underway for the current year.	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	31-Mar-2022	<input type="text" value="100%"/>		Work is complete on this major project.	Senior Manager - Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	31-Mar-2022	<input type="text" value="75%"/>		This work is delayed however an officer/member working group is developing SO and an advanced draft of the SoD is now available for discussion pending consideration through council governance processes.	Senior Manager - Legal & Governance
P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	31-Mar-2022	<input type="text" value="100%"/>		Completed and approved by Council for 2022/23 and 2023/24.	Senior Manager Finance & Revenues
P&P 20 027	Refresh the Digital Transformation Strategy in light of the new Scottish Digital Strategy and refine the Digital Roadmap for Clackmannanshire.	31-Mar-2022	<input type="text" value="100%"/>		Plans refreshed and considered by Council as part of the 2022/23 budget proposals. Further is required through Be the Future programme as it is finalised..	Strategic Director Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 028	Refresh the ICT infrastructure Improvement Plan and ICT Asset Management Plan. This work will include a review of ICT policies on a programmed basis.	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Discovery work complete and route map developed. Business Case being developed. A further programme of work will feature in 2023 onwards business and transformation plans.	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	31-Mar-2022	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		Ongoing work, linked to the above. Support being procured to ensure completion of roadmap.	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	31-Mar-2022	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%		This work is ongoing and requires further work linking in with necessary information governance improvements and linkages with new systems such as M365 implementation.	Senior Manager - Legal & Governance
P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.	31-Dec-2021	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		Work is progressing on the back of Discovery work completed in summer 2022. IT staff and digital champions have been transferred to M365. Support has been procured to plan and implement a full organisational roll out, now expected to be largely complete in autumn 2023.	Senior Manager Partnership & Transformation
P&P 20 033	Deliver the agreed IT capital plan	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Significant progress made on the 2022/23 work plan. A major new telephony system is being implemented following a procurement process. There has been good progress on the schools upgrade rolling programmes.	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.	31-Mar-2022	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 80%;"></div></div> 80%		At a national level the Prevent strategy, guidance and training packages have, or are in the process of being reviewed and updated. The Prevent SPOC is part of national and regional networks sharing information, updates and best practice around CONTEST and Prevent. The Council completed the national Prevent annual assurance assessment in 2022 which will be required to be updated in Spring 2023. This process will inform improvement actions for 2023/24. A draft Prevent PMAP protocol has been developed and Council officers have been involved in a multi-agency Prevent PMAP exercise, and Home Office led prevent training. Prevent eLearning training for all staff is mandatory.	Senior Manager Partnership & Transformation
P&P 21 002	Undertake a Covid debrief process following the national review and debrief protocol.	30-Sep-2021	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Clackmannanshire Council approved the Covid debrief report in 2022. The Partnership and Transformation team is also co-ordinating the Councils response to both the UK and Scottish Covid 19 inquiries.	Senior Manager Partnership & Transformation
P&P 21 003	Put in place Hybrid Working approaches to support COVID recovery and organisational transformation	31-Mar-2023	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%		Work progressing through 3 working groups at present. Arrangements being developed to support staff within the context of the Strategic Recovery Framework announced by the SG in February 2022.	Strategic Director - Partnership & Performance
P&P 21 004	Publish Local Child Poverty Action Plan Implementation and annual report; Gaelic Language Plan Implementation and annual report; BSL annual report.	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Complete.	Senior Manager Partnership & Transformation
P&P 21 005	Support Census 2022 process for Clackmannanshire.	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Complete.	Senior Manager Partnership & Transformation


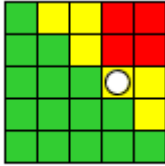
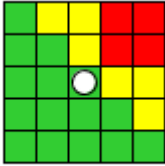
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 006	Following formation of a New Administration develop a refreshed Corporate Plan 2022-27	31-Mar-2023	<input type="text" value="0%"/>		This action is under review, with development of a refresh LOIP being given priority at this stage. Given the significant work already undertaken on BtF programme, the need for a corporate plan is being reconsidered. A further update will come forward through BtF updates to Council.	Senior Manager Partnership & Transformation
P&P 21 007	Procurement Strategy Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. The completion date will be revisited in forthcoming 2023/24 business plan.	Senior Manager Finance & Revenues
P&P 21 008	Major emergencies operational procedures Civil Contingencies Guidance Review	31-Mar-2023	<input type="text" value="80%"/>		Work is ongoing with no issues anticipated at this time.	Senior Manager Partnership & Transformation
P&P 21 009	Business Planning Guidance and Performance Management Framework Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. This is linked to 006 and will be revisited in early 2023/24.	Senior Manager - Legal & Governance
P&P 21 010	Consultation Guidance and Toolkit Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Priority and completion date to be reviewed.	Senior Manager Partnership & Transformation
P&P 21 011	Customer Charter Review	31-Mar-2023	<input type="text" value="50%"/>		Work on a revised charter is progressing more slowly than planned due to competing demands. This will slip into 2023/24.	
P&P 21 012	Unacceptable Behaviour Policy Review	31-Mar-2023	<input type="text" value="50%"/>		Work ongoing a revised policy is being drafted. Engagement required.	
P&P 21 013	Reporting Concerns at Work (Whistleblowing) Policy Review	31-Mar-2023	<input type="text" value="80%"/>		Work ongoing and progress has been made. Policy requires engagement through policy group and is likely to be later than planned..	
P&P 21 014	Financial Regulations Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. A new completion date to be defined in 2023/24 business plan.	Senior Manager Finance & Revenues


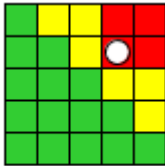
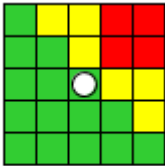
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 015	Contract Standing Orders Review	31-Mar-2023	0%		Work not started. A new completion date to be defined in 2023/24 business plan.	Senior Manager Finance & Revenues



## Risk Register

<b>ID &amp; Title</b>	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.	<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.						<p>Lifehood</p> <p>Impact</p>	<p>Lifehood</p> <p>Impact</p>		
<b>Related Actions</b>	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.	<b>Internal Controls</b>	Business Continuity Plans						
<b>Latest Note</b>	Staffing resources continue to be impacted in dealing with the impacts of the ongoing global pandemic and other civil contingencies, however, this has lessened by and large and most Business as usual services are operating to a significant extent. Concurrent risks from supply chain and labour issues, the cost of living crisis, adverse weather, geopolitical events or major outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans will be undertaken over the current year.									

<b>ID &amp; Title</b>	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.	<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 20 003	Support consultation and engagement activities (budget and corporate strategies).	<b>Internal Controls</b>		Customer Consultation & Engagement	 Likelihood Impact	 Likelihood Impact			
	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					
					Mainstreaming Equality & Diversity					
					Community Asset Transfer Guidance					
<b>Latest Note</b>	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.									

<b>ID &amp; Title</b>	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.	<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	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	<b>Internal Controls</b>		Staff Survey	 Likelihood Impact	 Likelihood Impact			
	P&P 20 010	Undertake Staff Survey			Strategic Workforce Plan					
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities								
<b>Latest Note</b>	Substantial progress has continued on this area of work as part of work commenced during the pandemic response. A number of workforce policies have been developed an implemented, in-year and workforce. Further work is plan as part of Be the Future programme, including the introduction of Vlogs. Labour shortages continue to cause difficulties across the board, impacting on operations, staff and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for at least the next 36 months, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity. The service is currently in the process of finalising its revised strategic workforce plan.									

<b>ID &amp; Title</b>	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.	<b>Status</b>	?	<b>Managed By</b>	Strategic Director - Partnership & Performance	<b>Current Rating</b>	16	<b>Target Rating</b>	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 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	<b>Internal Controls</b>		Internal Audit Programme					
	P&P 20 012	Embed new Health & Safety Management System			External Audit Assurance & Improvement Plan					
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts			Annual Governance Statement					
	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.								
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
	P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.								
	P&P 21 007	Procurement Strategy Review								
	P&P 21 014	Financial Regulations Review								
<b>Latest Note</b>	The pandemic and concurrent risks profile, temporary pausing of audit and scrutiny activity in 2020 combined with staff turnover and a stretched 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 for the immediate future.									

<b>ID &amp; Title</b>	P&P SRR 007	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including Brexit, the cost of living crisis, high inflation and climate change.	<b>Status</b>		<b>Managed By</b>	Strategic Director - Partnership & Performance	<b>Current Rating</b>	16	<b>Target Rating</b>	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		
	P&P 21 015	Contract Standing Orders Review		Corporate Transformation Programme						
				Procurement Strategy						
<b>Latest Note</b>	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 to some extent in the next 18 months. Ongoing geopolitical events in Eastern Europe, and an uncertain world economic climate suggesting 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.									

<b>ID &amp; Title</b>	P&P SRR 008	Covid biosecurity requirements and then increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.	<b>Status</b>		<b>Managed By</b>	Strategic Director - Partnership & Performance	<b>Current Rating</b>	16	<b>Target Rating</b>	9
<b>Potential Effect</b>	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.									
<b>Related Actions</b>	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	<b>Internal Controls</b>				Likelihood	Impact		
	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								
<b>Latest Note</b>	The Council has made significant investment in digital infrastructure during the Covid pandemic, including M365. Additional capacity has been agreed to accelerate progression of ICT infrastructure and digital roadmaps.									