CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 26 October 2023

Subject: Partnership & Performance Business Plan 2022/23 – Year End Report

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Report by: Strategic Director: Partnership and Performance

1.0 Purpose

1.1. Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2021-23 which was agreed in August 2021.

1.2. Appendix 1 provides a fuller update on the progress, however a number of areas are highlighted with the Considerations section of this report.

2.0 Recommendations

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

3.0 Considerations

3.1. This report provides Committee with an update on progress to date with the Partnership & Performance Business Plan 2021-23.

3.2. Partnership and Performance continues to be central to the coordination and management of organisational risk and response, particularly in relation to a post pandemic environment, that, combined with over a decade of financial constraint is creating more uncertain and unstable operating conditions. Emergency planning and response and business continuity once considered peripheral functions, are increasingly front and centre of Council operations.

3.3. Consequently, this report sees a risk profile that is continuing to present challenges, with cost inflation still a significant risk for the Council and our citizens and communities. Labour supply issues continued to deteriorate impacting on recruitment and retention, and organisational capacity and capability. The loss of key skills and experience, combined with capacity issues present a heightened risk of fraud and corruption in the current economic climate. The report also outlines continuing significant work on improving ICT infrastructure, including deploying M365 to maximum effect, both being crucial in the context of organisational efficiency, financial sustainability and increasingly sophisticated cyber security threats.

3.4.   The pandemic and its after effects resulted in significant staff abstractions within Partnership & Performances. This has undoubtedly impacted on performance and backlogs, particularly in the context of corporate policy and strategy development. There has been a significant effort to address these issues over the past year, which can be seen in progress highlighted within the supporting information provided with this report. Appendix 1 provides a more detailed description of performance and risk within our Business Plan, which was approved by Council in August 2021, with this covering report drawing out a number of highlights, including achievements and areas for improvement.

3.5.   **Digital transformation** - ongoing progress continues to be made in relation to digital transformation including ongoing development and embedding of our cloud based health and safety management information system; continued conversion of paper based forms to electronic format as well as development of a number of management processes within the iTrent system. Work is currently underway to introduce Multifactor Authentication for user access to iTrent to improve information security.

3.6.   In late March 2022 the HR & WFD Team launched a new Clacks Academy platform, with the aim of embedding a learning culture across our organisation based on bespoke learning communities, and learning pathways. The platform also allows the management of all in person, virtual and elearning training events, creating a 'one stop shop' for corporate learning and development in the Council. Since its relaunch 123,829 resources have been completed, an average of 53.4 per learner and there has been 31,293 total hours of learning across the Council

3.7.   **Health and safety** - The H&S Team continue to ensure, as far as is reasonably practicable, that Council business is conducted and services are delivered without causing harm or ill health to our staff, or any others affected by our activities. Highlights from the range of work undertaken from the period 2022-23 (as outlined in the H&S Managers Annual Report) include:

- Development or review of 6 policies,
- Completion of 8059 Health and Safety training activities,
- Completion of General Health & Safety Audit visits to 29 Council properties,
- Completion of 597 Health Surveillance checks,
- Support provided through 684 contacts with PAM Assist and 20 referrals to Physiotherapy,
- Completion of the analysis of 44 Stress Risk Assessments.
- Support across the organisation regarding the ongoing effects of Covid-19 on the way work is carried out.

3.8.   **Workforce planning** – the team has engaged with senior service management in workforce planning workshops, both to increase skills and understanding of workforce planning, assist in the development of service workforce plans, and to help with identifying key themes for the Council's Interim Workforce Strategy. The team continued to develop and deliver a range of training and engagement initiatives, not least the Good Conversations Management Development Programme, delivered in conjunction with partners at Forth Valley College. Provided for all those with

management responsibility, the programme delivered training designed to upskill management in how to manage a hybrid workforce, including mental health awareness, communicating effectively, coaching skills, and effective use of MS Teams.

3.9.   The core delivery of learning and development interventions continues for the team, with internal course and resource development being undertaken. Over the period 14 e-learning courses were scoped, developed and delivered, with a total of 177 individual lessons being included within these resources. In addition to being hosted in house, a number of these resources were developed for partners including Public Protection resources (used across the HSCP and wider Forth Valley), and educational psychology resources utilised across all schools.

3.10.   In support of management, the team continued to deliver a range of engagement interventions including SLF (Senior Leadership Forum) events aimed at upskilling and informing senior leads from across all Council services, including the roll out of a new initiative – SLF Open Forums. These regular lunchtime sessions offer an open platform from which senior leads can discuss opportunities, challenges, or inform colleagues of work or projects on going within Services. This seeks to increase cross service working and collaboration, and create a collegiate cohort of senior managers within the Council

3.11.   Innovation in internal engagement has also been a key theme, with development in the use of audio, video, and specifically podcasting communication mechanisms. The team has continued to deliver the Sponsors Voice initiative and over the period scoped, produced, and delivered two thematic podcasts with internal and external partners (on the subjects of climate change, and culture & heritage). In addition, the team offered video development support to a range of services within the Council, with the aim of increasing engagement with projects both for Council staff and our communities.

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

4.0   Finance and Revenues

4.1.   The Revenues team have continued to support new claims for Council Tax Reduction and Benefits; and the Scottish Welfare Team has provided essential crisis support to vulnerable citizens.

4.2.   Business critical annual activities continued to be delivered. The Council's draft annual accounts were prepared and submitted to the External Auditors for 2021/22, and delivery of the annual budget process for 2023/24. The service continues to facilitate core governance processes, including supporting, advising and providing solutions for services with outturns, business cases and major procurement and commissioning enabling progression with Be the Future priority areas. Recruitment and retention issues continue to impact on strategic aims, with ongoing challenges to bring in resources for corporate accounting and procurement.

4.3. Despite recruitment issues, revenues continued to realise improvements in Council Tax collection rates, which improved from 96.2% to 96.9%. Procurement continued a favourable trend in relation to the percentage of spend with local small to medium enterprises from 22.7% to 25.4%. Invoice payment within 30 days also continued on a favourable trajectory, improving from 87.7% to 88.6% during the course of the year. The Council was ranked 31st of 32 councils in 2016/17, improving to 10th by 2020/21

Partnership and Transformation

4.4. Civil contingencies response continues to be a significant area of focus. Despite the challenges, ongoing organisational learning is enabling many business areas to continue to deliver service continuity to citizens as part of overall business continuity management approaches. The emergency planning team have organised, and participated in a range of multi-agency desk top exercises. Cyber Security and Counter Terrorism remain prominent risk and the team have supported early preparations for the Protect Duty.

4.5. Work on developing a number of local and regional Civil Contingencies statutory plans was also taken forward including National Power Outage, Fuel, Care for People and Severe Weather plans. A significant response from the service was also required in September 2022 for Operation Unicorn following the passing of HM Queen Elizabeth. In addition 16 multi-agency Safety Advisory Groups (SAGs) were held over the reporting period for planned events across the County.

4.6. Major works on ICT development and Digital Transformation projects have continued. Capital works are progressing, with a number of new investments aimed at enabling increased resilience, security and efficiencies. In support of attainment challenge and digital learning strategy outcomes, there is continued good progress with the procurement and set up of digital devices for young people and the replacement interactive board programme in schools continued over the summer.

4.7. Work also continued on a refreshed Wellbeing LOIP with support from the Scottish Government and a number of statutory plans and reports developed including Local Child Poverty Annual Report and Mainstreaming Equalities legislative reporting on progress and gender pay gap and employee data. A number of significant consultations have also been undertaken over the reporting period including the phased budget consultation for 23/24 and engagement on the development of the new Wellbeing LOIP. The service has also led the Council's participation in the UK and Scottish wide Covid Enquiry process.

5.0 Legal & Governance

5.1. The Licencing Team continue to support Board responsibilities and the business community. A major achievement included a significant development in Short Term Let regulations introduced during the year in line with legislative requirements and support to communities as galas resumed in year.

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

5.3.   The legal team has had its challenges with leavers, retirement and the recruitment of new lawyers and paralegals. Notwithstanding these challenges the legal team have continued to provide vital supports, including:

   5.3.1. Capital and Be the Future projects, including key infrastructure projects including governance/procurement requirements;

   5.3.2. Providing assistance to Housing Service, including an increase in off the shelf purchases;

   5.3.3. Providing assistance to Social Service including:

      5.3.3.1.   Prison based social care provision;

      5.3.3.2.   The Historic Child Abuse Enquiry;

      5.3.3.3.   Child permanency orders with a significant reduction in the back log of cases.

   5.3.4. Changing licencing requirements, including short terms lets, has seen a need for ongoing development work; and

   5.3.5. Considerable focus on potential risks in relation to information governance including the drafting and negotiation of data protection agreements for the Council.

6.5   The Information Governance service is an area that has had increased pressure for some time. The service has a new Data Protection Officer/Senior Governance Officer as well as a permanent governance officer appointed in 2023. The team continue to work with other services to provide guidance on the Council's statutory requirements to respond to FOI/SAR requests. The Information Governance service was tasked with reviewing processes, development of training for monitoring officers of various services in order to improve legal compliance on all aspects of information governance. This work will continue to be progressed.

6.6   Following the Local Government elections in 2022 the Senior Manager of Legal & Governance working with the Team Leader of Workforce Development and Training provided a programme of training for elected members in a number of areas which has been achieved. A continued professional training programme continues to be developed and/or rolled out for elected members.

Conclusion

5.4.   The pandemic and risk factors such as inflation and the cost of living crisis continue to impact on Partnership and Performance, with environmental scanning suggesting that our main challenges still lie ahead Despite this, Partnership and Performance can demonstrate a considerable impact in terms of delivering business critical and essential governance functions, whilst also playing a crucial role in enabling delivery of the Council's recovery and

transformational priorities, whether Be the Future or the supporting an investment-led recovery through the capital plan.

5.5. Not all of the intended actions within the plan have been delivered to planned timelines but work continues across the scope of the Plan. Staff continue to be stretched due to response activity and capacity and skills gaps have impacted at times on plans, partly as a result of global supply chain and national labour market issues. However, despite challenges and emerging risks, such as inflation, cyber security and labour supply, the Portfolio demonstrates considerable achievements and responses in the context of enabling delivery of Council priorities. This is continuing testament to the flexibility, expertise and resilience of its many dedicated staff.

6.0   Sustainability Implications

6.1.   There are no direct sustainability implications arising from this report.

7.0   Resource Implications

7.1.   Financial Details

7.2.   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 ☑

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

7.4.   Staffing – no direct implications.

8.0   Exempt Reports

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

7.0   Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	☑
Our families; children and young people will have the best possible start in life	☑
Women and girls will be confident and aspirational, and achieve their full potential	☑
Our communities will be resilient and empowered so that they can thrive and flourish	☑

(2)   **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☐   No ☑

9.0 Legality

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

10.0 Appendices

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

Appendix A – 2021/23 Performance Report

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☐ (please list the documents below) No ☑

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	
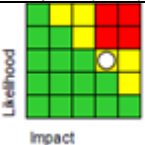
APPENDIX 1

Partnership & Performance

Business Plan 2021-23

Year end 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**		**Current Rating** Likelihood x Impact (1 - 5)		**Status**
⬆	Performance has improved	🔴	Alert	✅	Completed		🔴	Rating 16 and above
➖	Performance has remained the same	🔺	Warning	▶	In progress/Not started		🔺	Rating 10 to 15
⬇	Performance has declined	✅	OK	🔺	Check progress		✅	Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available	❓	Unknown	🔴	Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.		
				❌	Cancelled			

Key Organisational Performance Results

Code	INDICATOR	2021/22 Value	2022/23 Target	2022/23 Value	Note	Lead
ALL FRD L&D	Instances of Fraud detected	0	n/a	0	There were ongoing investigations but none confirmed in the financial year.	Senior Manager - Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council	6%	100%	40%	418 risk assessments confirmed in place by 31/03/2023. Significant gaps remain in provision of assessments across the Council, with over 50% of teams having no assessments recorded at all. Work ongoing with SLG to address this.

412 assessments have currently been received with large gaps in provision of risk assessments. Risk profiling exercise to be undertaken with Team Leaders to help them identify gaps which can then be filled. | Senior Manager HR & Workforce Development |
ALL H02 HWD	Percentage of applicable employees who have received a toolbox talk on new Health & Safety policies - Council	0%	90%	8%	Toolbox talks have returned in some areas following restrictions caused by the Covid pandemic, but are still not routinely in place across all areas of the Council.	Senior Manager HR & Workforce Development
ALL H03 HWD	Percentage of employees completing core Health & Safety training - Council	15.7%	90%	46.4%	Significant communications campaign has been in place to encourage uptake since October 2022. Education support staff have been encouraged to complete this during Teacher strike days. Overall uptake is expected to be higher than usual though not meeting target.	Senior Manager HR & Workforce Development
ALL H04 HWD	Number of violent incidents to employees expressed as a % of the overall number of employees - Council	5.28%	5%	26.6%	Violent incidents against Education employees have increased significantly. Reports have started to be received from Children's Social Work who have not reported any incidents previously.	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	4	0	3	The Council is aiming for no data breaches reportable to the Information Commissioners. Performance remains similar to the previous reporting period.	Senior Manager - Legal & Governance

Code	INDICATOR	2021/22 Value	2022/23 Target	2022/23 Value	Note	Lead
ALL S05 HWD	Staff Survey - All Council staff - I am given the opportunity to make decisions relating to my role	70%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	57%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Senior Manager HR & Workforce Development
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	74%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	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%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Senior Manager HR & Workforce Development
ALL S21 HWD	Staff Survey - All Council staff - I am clear about how I contribute to the organisation's goals	69%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Senior Manager HR & Workforce Development
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£3.70	£6.60	£5.27	Inflationary increases in pay and increased printing costs along with a full compliment of staff have increased costs compared to 2021/22.	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.2%	96.3%	96.9%	Collection rate continues to increase due to focussed recovery efforts throughout the year.	Senior Manager Finance & Revenues
					Authorities all perform very similarly (92.8% to 97.7%) with Clacks within 1% of the Scottish and Family Group figures for 7 years. All saw a pandemic-related reduction (0.1% to 2.4%) in 20/21. This was 1.0% in Clacks, but rates recovered by 1.5% in 21/22, the 5th best in Scotland.	
HWD SWP 001	Percentage of targets met for implementation of Strategic Workforce Plan	74%	74%	n/a	The Council's Workforce Programme concluded in September 2022. Actions outstanding related to internal comms initiatives, with the majority of other actions completed in time. Outstanding actions will be taken forward into the revised Strategic Workforce Plan.	Senior Manager HR & Workforce Development
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (All Council staff)	13.2	<	14.0	Longer term absences remain the largest causes of absence. As a Council we endeavour to ensure the right support to our staff at the right time to enable our employees to thrive and be productive at work, remain at work and return to work at the earliest opportunity when absent. The Council has a number of agreed	Senior Manager HR & Workforce Development

Code	INDICATOR	2021/22 Value	2022/23 Target	2022/23 Value	Note	Lead
					processes in place to ensure absences are managed proactively. A new Wellbeing Strategy and action was agreed by Council in December 2022.	
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	22.7%	21.5%	25.4%	Performance improvement against target and trend has continued. The Council is continuing to work with local suppliers as part of a wider range of initiatives supporting its commitment to Community Wealth Building and a Well-being Economy.	Procurement Manager
RAG CRD 003	Invoice Payment Within 30 Days	87.7%	92.2%	88.6%	Performance has improved during 22/23 with full compliment of staff towards the end of the year.	Senior Manager Finance & Revenues
					Steady improvement (29th to 31st place up to 16/17) to 10th in 20/21due to developments in invoice processing, including the TechOne financial system. Reasons for 21/22 decline to be investigated – total invoices down 5% but those paid within a month down 12% – may relate to how free school meal & hardship payments are classified on the system. Adherence to process is monitored and addressed by the Corporate Risk & Integrity Forum.	
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	59.8%	50.8%		Verified data for this period is not yet available	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	2.1%	0.0%		Verified data for this period is not yet available	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	INDICATOR	2021/22 Value	2022/23 Target	2022/23 Value	Note	Lead
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	83%	100%	100%	Continued favourable performance was achived in year.	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	-	£0	(£294)	The directorate underspent by £294,000 against its revenue budget; vacancies or delays in filling vacancies contributed to a large degree. .	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results

Code	INDICATOR	2021/22 Value	2022/23 Target	2022/23 Value	Note	Lead
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	55.3%	100%	62.2%	Whilst there is significant managerial focus on responding to councillor enquires, improvement remains disappointing. A small ecosystem combined with ongoing staff abstractions continue to create single points of failure. Focus and efforts are continuing, which is expected to see more substantial impacts into 2023/24.	Strategic Director - Partnership & Performance
P&P C02 CUS	% formal complaints closed within timescale - Partnership & Performance	25.0%	100%	33%	Performance remains unfavourable. Two Stage 2 complaints were closed within the timescale; of 7 Stage 1 complaints, only one was closed within the timescale. Focused effort on performance on our complaints handling systems continues..	Strategic Director - Partnership & Performance
P&P C04 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	16.7%	n/a	53.8%	A significant management focus has been placed on this area. Whilst increase may not necessarily be a negative thing, it does indicate that we are not always getting it right first time. It is fair to say that a small number of very complex, cross service complaints have contributed significantly, with a number of actions now in place to streamline how such matters are handled.	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	72.7%	100%	88%	This is improving and it is anticipated that this will continue to improve. Additional resource is now in place; therefore, we expect to see further improvements in coming year.	Senior Manager - Legal & Governance

Code	INDICATOR	2021/22	2022/23	2022/23	Note	Lead
		Value	Target	Value		
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	23.8%	100%	50.0%	Whilst there is significant managerial focus on responding to councillor enquires, improvement remains disappointing. A small ecosystem combined with ongoing staff abstractions continue to create single points of failure. Focus and efforts are continuing, which is expected to see more substantial impacts into 2023/24.	Strategic Director - Partnership & Performance
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	-	-	-	This information cannot be reliably produced over this period; however a review of tools which would enable reporting of such data is part of ongoing work highlighted elsewhere in this report.	Senior Manager Partnership & Transformation
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	-	-	-	Whilst a range of management information data is gathered relating to the contact centre, customer satisfaction data has not been collated over the reporting period. This will be reinstated as part of the refreshed Business Plan for 23/24.	Senior Manager Partnership & Transformation

Partnership & Performance: People Results

Code	INDICATOR	2021/22	2022/23	2022/23	Note	Lead
		Value	Target	Value		
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	-	100%	84%	Nearly all our staff completed required training in year. Of those that did not many were related to long term absence or the timing of leavers and new starts.	Strategic Director - Partnership & Performance
P&P S05 HWD	Staff Survey - Partnership & Performance staff - I am given the opportunity to make decisions relating to my role	77%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	53%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	69%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Strategic Director - Partnership & Performance
P&P S17 HWD	Staff Survey - Partnership & Performance staff - I feel that I am treated with dignity and respect within my team	65%	N/A		Current survey contract concluded in late 2022. New approach to staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am	68%	N/A		Current survey contract concluded in late 2022. New approach to	Strategic Director

Code	INDICATOR	2021/22 Value	2022/23 Target	2022/23 Value	Note	Lead
	clear about how I contribute to the organisation's goals				staff engagement is now being developed with a view to roll out in the 2023/24 financial year.	- Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.2		8.8	There has been an increase in the average FTE Days lost when compared to 2021/2022. Review of absence is considered at P&P SMT as well as a standing agenda item at P&P Bipartite. Longer term absences account for the majority of time lost (55%) although this has decreased from the previous year. Absences 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	100%	✅	The 22/23 reporting period has been busy in respect of activity around Civil Contingencies and Business Continuity Management. This has included a major COMAH site exercise at Blackgrange, development of National Power Outtage, Fuel and Care for People plans and participation in a major UK and Scottish national exercise on National Power Outtage (Operation Yarrow and Mighty Oak). Participation in training and exercising has also taken place relating to NETS telecoms failure; severe weather and flooding; cyber security and counter terrorism. A number of incidents have also been coordinated and managed during the reporting quarter including a significant outbreak of Avian Flu in the County as well as response to various severe weather incidents. In addition the team have led on the Councils response to the ongoing UK and Scottish Covid 19 inquiries and the team was also heavily involved in the coordination of Operation Unicorn following the passing of HM Queen Elizabeth.	Strategic Director - Partnership & Performance
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	31-Mar-2022	100%	✅	A 5 phase budget engagement process was agreed in Autumn and progress against that process has been positive. In December a public consultation was held to	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					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. Work is underway to plan the next phase of budget engagement which will take place in late 2023. A range of other corporate consultation and engagement activities has been supported by the service which is covered elsewhere in this report.	
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	31-Mar-2022	100%	✓	Corporate and partnership strategies relating to legislative requirements are up to date with plans published as required.	Senior Manager Partnership & Transformation
P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	31-Mar-2022	75%	⚠	Further revisions to the draft Corporate Communications Plan have been made to align with the new Statement of Priorities for the Council. Engagement on the plan will now take place over the Autumn in anticipation that the plan is considered for approval in Winter 2023.	Senior Manager Partnership & Transformation
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	31-Mar-2022	100%	✓	The Council's progress on Mainstreaming Equalities and Diversity report was agreed at Council in April 2021 and published on the Council's website thereafter.	Senior Manager Partnership & Transformation
P&P 20 007	Develop a new Wellbeing Local Outcomes Improvement Plan with partners as part of the work to achieve a wellbeing economy. Review partnership structures, planning and performance management structures as part of this work.	31-Mar-2022	80%	⚠	Work with Alliance partners is underway to finalise the wellbeing economy Local Outcome Improvement Plan which is anticipated will be completed in the Winter. A significant process of community consultation has been taken forward over the Spring and Summer to inform the final LOIP. Whilst there has been some slippage in developing the new plan for Clackmannanshire; the existing plan is still current and therefore compliant with the legislative requirements to have a plan in place.	Senior Manager Partnership & Transformation
P&P 20 009	Maintain Healthy Working Lives (Silver Level)	31-Mar-2022	100%	✓	The HWL programme was previously retained however during COVID the national progamme 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

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 010	Undertake Staff Survey	31-Dec-2021	100%	✅	Survey is completed. Results compiled and reported to Committee.	Senior Manager HR & Workforce Development
P&P 20 011	Develop & Implement a Leadership and Management Development programme that support our vision and values	31-Dec-2021	80%	⚠️	Council's Interim Workforce Strategy has now been agreed and includes within its action plan the need to progess with a leadership development programme. This is now being progressed as a priority.	Senior Manager HR & Workforce Development
P&P 20 012	Embed new Health & Safety Management System	31-Mar-2022	100%	✅	Ongoing progress and development of the system which will continue for the foreseeable future.	Senior Manager HR & Workforce Development
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2022	40%	⚠️	This work 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 redesign will come forward	Strategic Director - Partnership & Performance
P&P 20 014	Develop further the principles of the Fair Work Convention	31-Mar-2022	100%	✅	Progress continues to me made as part of the agreed Community Wealth Building Action Plan including achievement of Real Living Wage accreditation status.	Senior Manager HR & Workforce Development
P&P 20 018	Lead on the approach to enable improved governance through the Annual Governance Statement	31-Mar-2022	100%	✅	Completed on schedule and reported to Audit Committee. Work is well underway for the current year.	Senior Manager - Legal & Governance
P&P 20 019	Lead on the approach to deliver approved Annual Accounts	31-Dec-2021	100%	✅	Completed on schedule and reported to Audit Committee.– clean audit opinion received. Work is well underway for the current year.	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	31-Mar-2022	100%	✅	Work is complete on this major project.	Senior Manager - Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	31-Mar-2022	75%	⚠️	This work is 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	100%	✅	Competed and approved by Council for 2022/23 and 2023/24.	Senior Manager Finance & Revenues

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 027	Refresh the Digital Transformation Strategy in light of the new Scottish Digital Strategy and refine the Digital Roadmap for Clackmannanshire.	31-Mar-2022	100%	✅	Plans refreshed and considered by Council as part of the 2022/23 budget proposals. Further is required through Be the Future programme as it is finalised..	
P&P 20 028	Refresh the ICT infrastructure Improvement Plan and ICT Asset Management Plan. This work will include a review of ICT policies on a programmed basis.	31-Mar-2022	100%	✅	Discovery work complete and route map developed. Business Case being developed .	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	31-Mar-2022	75%	⚠️	Ongoing work, linked to MS 365 implementation and ICT infrastructure plans. Support has been procured to ensure completion of activities and actions required for Cyber Essentials and PSN. This work is scheduled to be completed over the Autumn and Winter with completion anticipated by April 2024.	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	31-Mar-2022	50%	⚠️	This work is ongoing and is likely to be a process of continuous improvement 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	75%	⚠️	IT services continue to progress the deployment of M365. Work is ongoing to collate the business decisions required and PSN / Cyber Essential requirements to define how the Council will secure the MS Tenancy and adopt and use M365. This includes significant work on data and information management policies which is co-dependent to the work the IT are taking forward on business and policy decisions. Good progress has been made over the Summer with a M365 Project Manager consultant resource to support a significant programme. This work includes implementation of effective programme governance; specific work on ICT and cyber security including PSN; review of M365 project documentation and work to develop a number of policies required prior to migration. Work has also commenced on the development of the ICT strategic roadmap and direction.	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 033	Deliver the agreed IT capital plan	31-Mar-2022	100%	✓	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
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	100%	✓	The Prevent quality assurance self assessment has been completed for 2022/23 with areas for improvement for the next 12 months identified. Nationally Prevent guidance is being refreshed for Scotland along with a review of training and development packages. Prevent PMAP guidance is in place and Prevent forms part of the Councils mandatory training programme for employees. Oversight of Prevent is through the Risk and Integrity forum.	Senior Manager Partnership & Transformation
P&P 21 002	Undertake a Covid debrief process following the national review and debrief protocol.	30-Sep-2021	100%	✓	Clackmannanshire Council approved the Covid debrief report in 2022. The Partnership and Transformation team has also co-ordinated the Councils response to both the UK and Scottish Covid 19 inquiries during the reporting period, although this work is likely to extend into 23/24.	Senior Manager Partnership & Transformation
P&P 21 003	Put in place Hybrid Working approaches to support COVID recovery and organisational transformation	31-Mar-2023	50%	✓	Work progressing through 3 working groups at present. Arrangements 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	100%	✓	Complete.	Senior Manager Partnership & Transformation
P&P 21 005	Support Census 2022 process for Clackmannanshire.	31-Mar-2022	100%	✓	Complete.	Senior Manager Partnership & Transformation
P&P 21 006	Following formation of a New Administration develop a refreshed Corporate Plan 2022-27	31-Mar-2023	100%	✓	Council agreed a revised approach to setting the Councils Corporate priorities in spring 2023 with work scheduled to take place in 23/24.	Senior Manager Partnership & Transformation
P&P 21 007	Procurement Strategy Review	31-Mar-2023	0%	✓	Work not started. The completion date will be revisited in forthcoming 2023/24 business plan.	Senior Manager Finance & Revenues

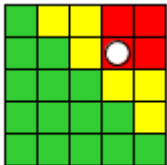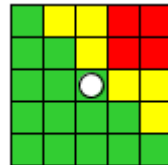| Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 008	Major emergencies operational procedures (MEOP) Civil Contingencies Guidance Review	31-Mar-2023	100%	✔	MEOPS plans are reviewed on a regular basis to ensure they are fit for purpose. Exercise learning and experiences from incidents inform this process of review. The MEOPS plan has been reviewed in 2023; along with a number of other supporting plans and protocols.	Senior Manager Partnership & Transformation
P&P 21 009	Business Planning Guidance and Performance Management Framework Review	31-Mar-2023	100%	✔	This work was completed in September 2023/24.	Senior Manager - Legal & Governance
P&P 21 010	Consultation Guidance and Toolkit Review	31-Mar-2023	100%	✔	The Councils Consultation guidance and toolkit was refreshed in Spring 2023, with the revised guidance now published.	Senior Manager Partnership & Transformation
P&P 21 011	Customer Charter Review	31-Mar-2023	100%	✔	This project slipped into 2023/24 – approved by Council in October 2023.	Senior Manager Partnership & Transformation
P&P 21 012	Unacceptable Behaviour Policy Review	31-Mar-2023	100%	✔	This project slipped into 2023/24 – approved by Council in October 2023.	Senior Manager Partnership & Transformation
P&P 21 013	Reporting Concerns at Work (Whistleblowing) Policy Review	31-Mar-2023	100%	✔	This project slipped into 2023/24 – approved by Council in October 2023.	Senior Manager - Legal & Governance
P&P 21 014	Financial Regulations Review	31-Mar-2023	0%	⚠	Work not started. A new completion date to be defined in 2023/24 business plan.	Senior Manager Finance & Revenues
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

ID & Title	P&P SRR 001	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.	Status	✓	Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.									
Related Actions	P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work around Integrated Emergency Management and Business Continuity Management.	**Internal Controls**		Business Continuity Plans					
	P&P 20 028	ICT Infrastructure Plans								
	P&P 20 029	Cyber Security Resilience Framework								
Latest Note	Impacts of the pandemic, has lessened therefore most Business as usual services are operating to a significant extent, though backlogs remain which has been a key focus this year. Concurrent risks from supply chain and labour issues, the cost of living crisis, adverse weather, geopolitical events, cyber threats or major outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans continues. There is also significant effort being placed on upgrading systems and infrastructure to mitigate cyber threats.									

ID & Title	P&P SRR 003	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.	Status	⚠	Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.									
Related Actions	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	**Internal Controls**		Customer Consultation & Engagement					

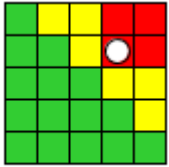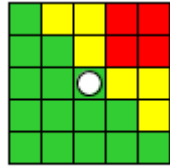|	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.			Community Learning & Development Strategy				
					Mainstreaming Equality & Diversity				
					Community Asset Transfer Guidance				
Latest Note	P&P resources for this area of work are modest however we have managed to get some resources back to support community activities, e.g. galas, Joint Community Council Forum, community council elections.								

ID & Title	P&P SRR 004	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.	**Status**	🛑	**Managed By**	Senior Manager HR & Workforce Development	**Current Rating**	12	**Target Rating**	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement as a result of ongoing Covid response matters leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.									
Related Actions	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	**Internal Controls**		Staff Survey					
	P&P 20 010	Undertake Staff Survey			Strategic Workforce Plan					
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities								
Latest Note	Substantial progress has continued on this area of work as part of work. An increasing number of workforce policies have been developed an implemented, in-year and workforce. Further work is plan as part of Be the Future programme through a refreshed workforce plan. Labour shortages continue to cause difficulties across the board, impacting on operations, staff and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for the foreseeable future, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity. The service has revisedrevised strategic workforce plan.									

ID & Title	P&P SRR 006	There is a risk that the labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.	**Status**	🛑	**Managed By**	Strategic Director - Partnership & Performance	**Current Rating**	16	**Target Rating**	9
Potential Effect	There is a risk that the current pandemic environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.									
Related Actions	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	**Internal Controls**		Internal Audit Programme					

	P&P 20 012	Embed new Health & Safety Management System			External Audit Assurance & Improvement Plan		
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts			Annual Governance Statement		
	P&P 20 029	Implement PSN and Scottish Cyber Security Resilience Framework and identify associated improvement plan.					
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps					
	P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.					
	P&P 21 007	Procurement Strategy Review					
	P&P 21 014	Financial Regulations Review					

Latest Note	Sraff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capability and remains variable across the directorate, and therefore this risk will require ongoing significant focus. We have developed a workforce plan to identify and address a number of key areas of concern.

ID & Title	P&P SRR 007	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including Brexit, the cost of living crisis, high inflation and climate change.	Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from Covid pandemic and other environmental factors including Brexit and climate change.									
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	Internal Controls		Budget Strategy & Monitoring					
	P&P 21 015	Contract Standing Orders Review			Corporate Transformation Programme					
					Procurement Strategy					

Latest Note	Demand pressure s are indicating a high degree of uncertainty in regard of short to medium term budget planning, though there are signs that current acute inflationary costs pressures may start to ease. Ongoing geopolitical events in Eastern Europe and the Middle East, and an uncertain world economic climate suggest our greatest challenges continue to lie ahead. Whilst this is impacting on costs to the Council, it is also impacting on our communities, which in turn is increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term.

ID & Title	P&P SRR 008	The pandemic and increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.	Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	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 PSN and Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Internal Controls		
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps			
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.			
	P&P 20 033	Deliver the agreed IT capital plan			
Latest Note	The Council continues to make significant investment in digital infrastructure , including in M365 digital and decommissioning or aged systems. This work will need to continue at pace over the next 3 to 5 years to meet citizen demand and to sufficiently realise benefits. Given the general increased risk profile across the board, including the impacts and consequences of geopolitical developments, this will remain an important area of ongoing focus.				