
Report to Audit & Scrutiny Committee

Date of Meeting: 18 April 2024

Subject: Partnership & Performance: Half Year 2023/24 Business Plan Update

Report by: Strategic Director, Partnership & 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 2023/24 agreed by Council in autumn 2023. (link can be found at <https://www.clacks.gov.uk/document/meeting/1/1202/7748.pdf>)
- 1.2. This report updates on progress as at 30 September 2023. Appendix 1 provides a fuller update on 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 2023/24. It should be noted that data on some Key Performance Indicators is not available at this juncture; however a full year end report will be provided later in autumn 2024. The service is currently developing its business plan for the 2024/25 performance period.
- 3.2. Partnership and Performance continues to play a key part in the coordination and management of response, transformation and business as usual activity. This work ranges from emergency planning, business continuity and major incident response; communications; health and safety; governance improvement actions and further developments in digital approaches.
- 3.3. The report outlines a continuing changing risk profile, with cost inflation remaining a significant risk, not just for the Council's resource base but also impacts on our citizens and communities. Labour issues have continued to present challenges over the course of the past year; this includes industrial

action and labour market issues, which continue to impact on recruitment and retention, and in some instances organisational capability. As an accredited Living Wage employer, there continues to be demonstrable improvement in spend in the local economy, as the service continues its endeavours to make a positive impact on the County's Community Wealth and Wellbeing Economy objectives.

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

3.5. HR and Workforce Development

- 3.6. Ongoing progress continues to be in a number of areas. This includes:

- 3.7. Further work took place during the reporting period to prepare for introduce Multifactor Authentication for user access to iTrent. System development and streamlining of processes has also been a key focus for HR operations team and through development work, in conjunction with Myjobscotland, with initial work also being commenced on an HR Chatbot.

- 3.8. 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. Work undertaken during the reporting period includes:

- Development or review of 5 policies
- Completion of 331 training activities
- Completion of 30 risk profiling sessions with Team Leaders
- 29 contacts with PAM Assist and 16 referrals for physiotherapy
- Analysis of 22 Stress Risk Assessments
- Ongoing development of Evotix focussing on DSE self assessment, Educational Excursions, Potentially Violent People and Stress Risk Assessments

- 3.9. Work on new approaches to internal communication has continued, with the team hosting the Sponsors Voice podcast, and undertaking filming for various projects across a range of service areas. This has included supporting the environment and sustainability team, and producing podcasts around climate change, culture, community wealth building and sports development.

- 3.10. The team continues to deliver a range of learning and development opportunities for staff. Over the period, 66 courses were delivered as part of the corporate training calendar. In addition to a range of e-learning resources being created to support both corporate, and service based requirements, there were a total of 214 posts advertised through the myjobscotland portal.

Finance and Revenues

- 3.11. The annual budget process for 2024/25 was progressed over the summer towards ensuring the Council agreed a balanced budget. There was also continued oversight of an ambitious 20-year Capital Programme, supporting Be the Future, contributing significantly to an investment-led recovery in Clackmannanshire. The draft accounts were also prepared and consider by Council over this period.
- 3.12. In addition, the service continued 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 continued to face challenges with recruitment due to ongoing 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.

Partnership and Transformation

- 3.13. The service continued to improve operational service delivery across a range of areas whilst ensuring a focus on transformational activities. This work included an ongoing focus on civil contingencies response and preparedness including developments in business continuity; cyber preparedness; National Power Outage and resilient telecoms; exercise and debrief activity as well as supporting response and recovery during numerous weather related incidents. Work with community resilience groups has continued to go from strength to strength over the summer months. Preparatory work has also continued ahead of the Protect Duty and is well underway.
- 3.14. An ongoing focus on customer service continued. The refresh of the Customer Charter and Customer Contact Policy; provision of training for all customer services staff and planning for reopening Kilncraigs reception.
- 3.15. ICT and Digital Transformation projects continued at considerable pace. ICT projects have focussed on the implementation of a new telephony system alongside a major security programme of work for the reaccreditation of Public Sector Network compliance. Implementation of ICT capital programme has included projects to support future ways of working; IT infrastructure improvements and supporting the continued roll out of digital devices and ICT equipment in schools. A programme management methodology has been established, alongside a technical design authority to manage IT, security and digital programmes of work.

The service provided considerable support to a number of core Council and partnership strategies, including a significant period of engagement on a new Wellbeing LOIP with Clackmannanshire Alliance Board members.

Legal & Governance

- 3.16. Similar to many services, Legal & Governance has continued to see volatility during a period of high demand for its services, with a number of increasingly complex projects developing through Be the Future. The service continues to work towards a redesign to improve overall capacity and resilience.

- 3.17. The Licencing. Team continue to support Licencing Board responsibilities, with increased demand. A major achievement included a significant development in Short Term Lets regulations introduced during the year in line with legislative requirements.
- 3.18. The public archive service was fully restored in 2022, with continuing high demand. 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 is fully reopened and the team continued to provide a high quality Scottish Certificates service.
- 3.19. 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

- 3.20. Partnership and Performance continues to demonstrate impact in terms of delivering business critical and essential governance functions, whilst also playing a crucial role in enabling delivery of the Council's transformational priorities, whether through Be the Future or the supporting an investment-led recovery through the capital plan.
- 3.21. Not all of the intended actions within the plan have been delivered to date, and year end slippage is likely for some projects. Staff continue to be stretched and tested over a prolonged period, and capacity and skills gaps have impacted on some plans. The global supply chain and national labour market issues continue to impact. Despite ongoing challenges and risks, whether these are inflation, cyber security or labour supply, the Portfolio demonstrates achievement and response in the context of enabling delivery of Council priorities. This is testament to the flexibility, expertise and resilience of its many dedicated staff.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

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

8.0 Equalities Impact

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

Yes No Not applicable

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 – 2023/24 Performance Report

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)


Yes (please list the documents below) No

Business Plan 2023/24-23 (link can be found at <https://www.clacks.gov.uk/document/meeting/1/1202/7748.pdf>)


















Author(s)

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Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

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	2022/23	2023/24	Q2 2023/24	Q2 2023/24	Lead
		Value	Target	Value	Note	
ALL FRD L&D	Instances of Fraud detected	0	n/a	0	No recorded incidents of fraud in the recorded period.	Senior Manger Legal & Governance
ALL HO1 HWD	Percentage of Health & Safety risk assessments up to date - Council	40%	100%	60%	All teams have now submitted at least one assessment. Work ongoing with managers to ensure assessments are appropriate and complete. IOSH Managing Safely roll out assisting with this.	Senior Manager HR & Workforce Development

Code	INDICATOR	2022/23	2023/24	Q2 2023/24	Q2 2023/24	Lead
		Value	Target	Value	Note	
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (All Council staff)	14.02	8.5	6.54	<p>The average FTE for Q2 22/23 was 6.18 days as compared to 6.54 for Q2 23/24. As was previous advised to Committee a number of measures have been put in place to support attendance including a review of the Council's maximising attendance policy and procedure, approval of mental health and well being policy, approval by council of our wellbeing strategy as well as absence being a standing item at bipartites which includes figures on completed return to works and support and guidance. In addition a number of support measures for wellbeing are available on the council website and these resources are regularly updated.</p> <p>It is recognised that absence levels continue to be high despite intervention, we have an aging workforce and absences tend to longer in duration which impacts on the overall FTE days lost. HR continue to work with services to ensure appropriate supports are in place but also that the relevant agreed process are being followed.</p>	Senior Manager HR & Workforce Development

Partnership & Performance: Customer Results

Code	INDICATOR	2022/23	2023/24	Q2 2024/23	Q2 2022/23	Lead
		Value	Target	Value	Note	

Code	INDICATOR	2022/23	2023/24	Q2 2024/23	Q2 2022/23	Lead
		Value	Target	Value	Note	
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	62%	100%	73.33%	Though the service has not met its target, continued efforts are being made to do so with favourable movement evident in the early part of 2023/34.	Strategic Director - Partnership & Performance
P&P C02 CUS	% formal complaints closed within timescale - Partnership & Performance	33%	100%	55.56%	The service remains someway of target despite the favourable trend. An ongoing focus is being maintained on performance.	Strategic Director - Partnership & Performance
P&P C04 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	54%	N/a	25%	Fewer complaints were upheld.	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	88%	100%	78.74%	The unfavourable movement is being monitored, with continued efforts to bring performance closer to target by the year end.	Senior Manager - Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	50%	100%	0%	Only one enquiry was received, however it was not within timescale.	Strategic Director - Partnership & Performance


Partnership & Performance: People Results



Code	INDICATOR	2022/23	2023/24	Q2 2023/24	Q2 2022/23	Lead
		Value	Target	Value	Note	





Code	INDICATOR	2022/23	2023/24	Q2 2023/24	Q2 2022/23	Lead
		Value	Target	Value	Note	
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.85	8.5	5.27	The average FTE for Q2 22/23 was 3.26 days as compared to 5.27 for Q2 23/24. A number of longer term absence have contributed to the increase in absences levels within the portfolio. These are managed in line with Council procedures and appropriate and supportive interventions put in place.	Strategic Director - Partnership & Performance

Improvement Actions





Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
NEW	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management.	31-Mar-2024	100%		Over the reporting period work has been taken forward in preparation for the new Protect Duty (Martyn's Law) and Clackmannanshire Council had led the development of a regional National Power Outage framework and has contributed to the refresh of Fuel and Care for People plans. As part of the Scottish Risk Assessment work has also been taken forward to ensure preparedness in respect of Cyber Security. Pro-active work to further develop corporate and service business continuity plans and arrangements has also been taken forward with support provided to key service areas. Multi-agency Safety Advisory Groups have continued to be implemented to ensure public events are carried out safely; and engagement work with Community Resilience Groups continues with arrangements working well. Over the reporting period a number of incidents have required a coordinated response and recovery; most notably around severe and adverse weather events.	Strategic Director - Partnership & Performance

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
NEW	Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties	31-Mar-2024	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Plans are in place to ensure compliance with the national CONTEST Strategy with oversight of this work provided through the Risk and Integrity Forum. Nationally work is being taken forward to review the Prevent guidance for authorities along with revised training models. Prevent remains part of the Councils mandatory training programme for all employees. Arrangements are in place for Prevent Multi-agency Panels (PMAP) and training has been undertaken by key staff on the processes to ensure compliance with Prevent duties. Early preparatory work is underway for the new Protect Duty which is anticipated to commence in 2025. This duty has requirements for buildings and premises security arrangements with an audit across Clackmannanshire on the implications and requirements for this work well underway. The service continues to engage with national and regional multi-agency groups relating to CONTEST delivery.	Senior Manager Partnership & Transformation
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	31-Mar-2024	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Significant engagements undertaken and completed on LOIP and budget. Consultation has also taken place on a number of significant corporate strategies including on the Sport and Active Living refresh; Anti-social behaviour strategy and Accessibility Strategy. Where appropriate feedback has been reported using the 'you said we did' functionality on Citizen Space.	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports to comply with statutory reporting duties.	31-Mar-2024	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 80%;"></div></div> 80%		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-2024	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 75%;"></div></div> 75%		A corporate communications strategy has been developed which aligns with the Councils Statement of Priorities and Be the Future. Subject to engagement, this strategy is expected to be taken forward to Council for approval in Spring 2024.	Senior Manager Partnership & Transformation
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	31-Mar-2024	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The Council's progress on Mainstreaming Equalities and Diversity report was agreed at Council in July 2023 and published on the Council's website thereafter. Equality and Fairer Scotland Impact Assessments on key policy changes are published on the relevant section of the Councils website.	Senior Manager Partnership & Transformation
P&P 20 007	Finalise a new Wellbeing Local Outcomes Improvement Plan with Alliance partners and review Community Planning partnership structures and operating arrangements to ensure effective leadership and collaboration to implement the plan	31-Mar-2024	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 80%;"></div></div> 80%		A significant period of engagement has been carried out on the draft strategic priorities and enablers for the Wellbeing Economy Local Outcomes Improvement Plan. A final development event is scheduled in Spring 2024, following which the draft plan will be finalised for approval.	Senior Manager Partnership & Transformation


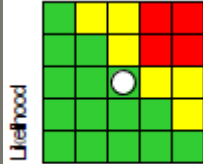
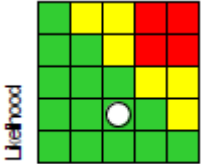
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 010	Develop and deploy a refreshed Interim Workforce Plan	31-Mar-2024	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Interim Workforce Strategy 2023-25 was approved by Council in November 2023.	Senior Manager HR & Workforce Development
P&P 20 012	Significantly extend reach of 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
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2024	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	⚠	Revenues complete, though finance ongoing. ICT being progressed as part of security and M365 review. Legal & Governance complete..	Strategic Director - Partnership & Performance
NEW	Enable approved Annual Accounts	31-Mar-2024	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	⚠	The Annual Accounts has experienced a significant overrun this year, with staff resourcing featuring as a significant factor.	Senior Manager Finance & Revenues
NEW	Ensure completion of Internal Audit Actions as per agreed timelines	31-Mar-2024	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	⚠	Ensuring a focus on completing internal audit actions remains an important priority for the management team.	Strategic Director - Partnership & Performance
NEW	Make required preparations for the General Election	31-Mar-2024	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Work on target as per the required timetable. A degree of uncertainty remains about the precise timing, with assumption being it can be called at any time.	Senior Manager - Legal & Governance


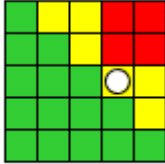
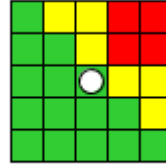
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P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	31-Mar-2024	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 75%		The Scheme of Delegation has been reviewed by the Monitoring Officer and will be submitted to Council in due course. Thereafter the review of the Standing Orders will commence.	Senior Manager - Legal & Governance
P&P 20 023	Enable an approved balanced budget 2024/25	31-Mar-2024	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Completed and approved by Council	Senior Manager Finance & Revenues
P&P 20 028	Refresh the Councils Digital and ICT Strategy incorporating: review of appropriate plans, policies and asset plans; embed sound programme and project governance arrangements. Ensure PSN compliance and Sound Cyber Security Foundations Migration to M365 platform	31-Mar-2024	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 75%		Significant work has been taken forward over the reporting period which has included the establishment of robust Digital and IT programme management arrangements including embedding project and programme management methodology and technical design processes. This includes the Digital and IT programme board which meets monthly. Significant focus for the Board has been around Cyber Security and Safety and work to obtain Public Services Network re-accreditation. This work provides a necessary foundation for other Digital and IT work streams, including Digital transformation and implementation of M365 alongside a replacement programme of major ICT systems. Plans to refresh the Digital and IT strategies and supporting policies is part of this work. Oversight of this work is taken through the Strategic Oversight Group.	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	31-Mar-2024	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		New information governance officer is now in post. Work has now commenced on records management.	Senior Manager - Legal & Governance

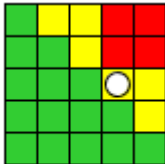
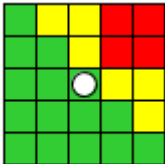
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
NEW	Review, streamline and integrate Performance Management Framework incorporating: Implementing revised Business Planning Guidance Self Assessment and Annual Governance Statement Process Improvements to management information and data Risk management Streamlined reporting	31-Mar-2024	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 80%;"></div></div> 80%		New business planning guidance and corporate performance management framework approved by Council. New self assessment approach agreed and being progressed with support from the Improvement Service. A new Risk management Strategy has been approved by Council. The Annual Governance Statement process has been completed for 2022/23.	Senior Manager Legal & Governance
P&P 21 007	Review Procurement Strategy	31-Mar-2024	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px; width: 0%;"></div></div> 0%		Work has not started due to conflicting priorities as a result of major corporate procurement activity.	Senior Manager Finance & Revenues
NEW	Achieve Armed Forces Silver Accreditation	31-Mar-2024	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 75%;"></div></div> 75%		Work is underway in preparation for an application for Silver level Armed Forces Employers Recognition Scheme, with applications due in Spring 2024.	Senior Manager Partnership & Transformati on
NEW	Refresh the Social Media and Networking Policy and associated guidance.	31-Mar-2024	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%		Work is underway to refresh the Social Media and Networking Policy and Guidance. It is anticipated this will be completed in the Summer 2024; slightly later than the previous target date.	Senior Manager Partnership & Transformati on
NEW	Finalise the Fraud Strategy and Fraud risk management arrangements and implementing a programme of training for Directors and managers.	31-Mar-2024	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%		Initial discussions have taken place with Internal Auditors on training. Currently reviewing fraud approaches and resourcing more generally.	Senior Manager Legal & Governance

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 011	Develop and deploy a refreshed Customer Charter	31-Dec-2023	<input type="text" value="100%"/>	✔	Approved and complete.	Senior Manager Partnership & Transformation
P&P 21 012	Develop and deploy a refreshed Unacceptable Behaviour Policy	31-Dec-2023	<input type="text" value="100%"/>	✔	Approved and complete.	Senior Manager Partnership & Transformation
P&P 21 013	Develop and deploy a refreshed Whistleblowing Policy	31-Mar-2023	<input type="text" value="100%"/>	✔	Approved and complete.	Senior Manager Legal & Governance
P&P 21 014	Complete Financial Regulations Review	31-Mar-2023	<input type="text" value="0%"/>	⚠	Work not started at 30/09/23 due to competing priorities and resource constraints – it is likely this work will slip into 2024/25.	Senior Manager Finance & Revenues
P&P 21 015	Complete Contract Standing Orders Review	31-Mar-2023	<input type="text" value="0%"/>	⚠	Work not started at 30/09/23 due to competing priorities and resource constraints – it is likely this work will slip into 2024/25.	Senior Manager Finance & Revenues


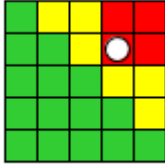
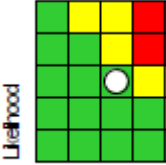

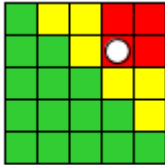
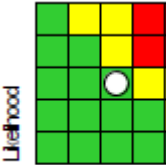
Risk Register

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 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.	Internal Controls		Business Continuity Plans					
Latest Note	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.									

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 Council has agreed additional resources as part of the recent budget, which will enable capacity building, alongside 3 rd sector efforts									

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.						 <p>Impact</p>	 <p>Impact</p>		
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	<p>Progress continues to be made in relation to our approach to communication and engagement with staff. Various methods are being used to ensure messaging is cascaded to all levels of the organization (e.g. Video messaging, CONENCTED, Briefings, All Managers circulation) although it is recognised that there are still hard reach groups which we need to address. The most recent staff survey showed that 55% of staff responded positively to being kept up to date with what is happening in their team and around the organisation. This highlights the need for further exploration of how the Council communicates with its staff members. Further 55% of employees also feel they can access information about the Council.</p> <p>A Staff / TU working group will be created to analyse results of the staff survey and make recommendations for development. In addition, the Workforce Development & Learning team continues to develop approaches to staff communication, with monthly video updates with the CEO being agreed and rolled out (starting February 2024 and continuing for the next 12 months). Service based workforce plan for P&P has been agreed, with the WFD & Learning team continuing to support other Directorates in the creation of their plans.</p>									

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 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	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. Corporate and service workforce plans are in place to support a more sustainable and stable workforce.									

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			Likelihood	Impact		
	P&P 21 015	Contract Standing Orders Review		Corporate Transformation Programme						
				Procurement Strategy						
Latest Note	Demand pressures are indicating a high degree of uncertainty in regard of short to medium term budget planning, though there are signs that current acute inflationary costs pressures may start to ease 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.									
ID & Title	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.	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 Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Internal Controls				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				
Latest Note	The Council has made significant investment in digital infrastructure, including M365, the digital hub and IoT. Additional capacity has been agreed to accelerate progression of ICT infrastructure and digital roadmaps.				