CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 06 February 2025

Subject: Partnership & Performance: 2024/2025 Half Year Business Plan Update

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Report by: Strategic Director, Partnership & Performance

1.0   Purpose

1.1.   The report updates the Committee on the half year progress of the 2024/2025 Partnership and Performance Business Plan.

1.2.   The report outlines progress as of 30 September 2024. A comprehensive overview is available in Appendix 1; however, key highlights and considerations are presented below.

2.0   Recommendations

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

3.0   Considerations

3.1.   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 2024/25 agreed by Council on 29th August 2024. (link can be found at https://www.clacks.gov.uk/document/meeting/1/1247/7948.pdf

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.   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.

3.4. HR and Workforce Development

3.5. The service continues to progress work both with ensuring the business as usual of the HR, payroll, and workforce development functions, as well as seeking out ways to develop the way the Service supports staff across a range of areas.

3.6. Development work has included progressing with the Interim Workforce Strategy action plan, which over the period was the roll out of the new Team Leaders Forum. This leadership development opportunity acts as the next step forward from the Senior Leadership Forum and is designed to engage operational leads across the organisation though a set of networking and engagement events, thereby opening up opportunities for cross service collaboration and innovation.

3.7. The team also engaged with Flexibility Works (Scottish experts in flexible working) in order to understand and better support flexible working within the Council (which was a major theme from our 2023 Staff Survey). This included undertaking a themed survey, and face to face conversations with staff, and the preparation of a report which outlined the Council's current approach, and how this might develop in the future. This work continues, with members of the Strategic Leadership Group (SLG) approving a further deep dive into challenges around flexible working, and how managers can make best use of the policies available to them.

3.8. The Health & Safety team remains committed to ensuring a safe working environment. Significant progress has been made in recording risk assessments with a view of building a comprehensive database to track risks and mitigation strategies.

3.9. The Workforce Development team has enhanced communication channels across the Council, introducing regular Chief Executive video messages and tailored multimedia content to support various service areas.

3.10. Additionally, the Workforce Development team continues to deliver a range of learning and development opportunities for staff. Team members continue to deliver a range of soft skills and policy focussed courses both hybrid (online) and face to face as part of the annual corporate training calendar, and on request (i.e. bespoke course requirements) from across Council service areas (such as supporting Education colleagues with recruitment and selection training). The Workforce Development team also engages across all Council areas in developing bespoke elearning content, including with educational psychology (in a longstanding nationally recognised collaboration) and to support other areas on request. The H&S team has also continued to develop their Council wide training offering, with a range of H&S topic based courses, First Aid courses, and IOSH training Being offered to both address service based gaps as they are identified, and to generate revenue on an external basis for the Council.

3.11.   In operational HR, the appointment of an Absence Compliance Officer is expected to enhance the management of long-term absences and support managers in facilitating timely returns to work. Moving forward this post will be crucial in taking a more proactive, and therefore more productive stance to the high absence levels in the Council.

3.12.   Lastly, the HR business partner team continue to provide a range of supports to all areas of the Council, including supporting managers with maximising attendance, capability processes, and a range of other HR services. In addition, the team delivers a range of training courses across all Council service areas so as to upskill managers in key Council HR policies and procedures.

Finance and Revenues

3.13.   The annual budget process for 2024/25 commenced in May and work continued throughout the summer months to develop savings proposals. These proposals will be further developed and included within the proposals to support the Council in its decision making to agree a balanced budget. There was also continued oversight of the delivery of the ambitious 20-year Capital Programme, supporting Be the Future, contributing significantly to an investment-led recovery in Clackmannanshire. The audit of the 2022/23 accounts continued throughout the first half of the year with the Finance and Revenues Team providing supporting information to the external auditors to enable the final accounts to be approved by Council in the third quarter of the year.

3.14.   Alongside the work to finalise the 2022/23 audited annual accounts, the Finance and Revenues team progressed work to complete the 2023/24 draft annual accounts to be submitted for audit in the second half of the year.

3.15.   Annual billing for both Council Tax and Non-Domestic rates was completed in advance of the start of the 2024/25 financial year. Online forms for requesting exemptions and reliefs and notifying changes in circumstance were also developed and made available to rate payers to make it easier to apply. The customer portal for Council Tax was further enhanced to not only allow Council taxpayers to view their council tax bills online but also to notify changes and apply for discounts and exemptions. Following targeted campaigns, the number of users accessing the portal has doubled with an average of 113 changes per month being notified by this means reducing the time staff spend processing these changes as these are processed automatically.

3.16.   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

3.17. The service continued to improve operational service delivery across a range of areas whilst ensuring a focus on transformational activities. This included an ongoing focus on civil contingencies response and preparedness with developments in planning, exercising and debrief activity as well as supporting response and recovery during incidents. Unfortunately, during the reporting period, this included supporting response and recovery following the Kellieplace major incident. Work with community resilience groups has continued with arrangements well-embedded in a number of communities and preparatory work also continues ahead of the Protect Duty anticipated in 2025.

3.18. The communications and customer services team continue to support customers through the contact centre and at Kilncraigs reception. Over the reporting period over 37,000 calls were handled by customer service advisors; an average of 5344 calls per month. 86% of all calls made to the contact centre were answered. The provision of internal and external communications services continues to ensure that staff and customers are kept informed on services and Be the Future developments utilising the Councils range of channels and approaches. This has included, working with Organisational Development, use of video/vlogs to share key information.

3.19. Good progress has been made on Digital Transformation over the reporting period. Key achievements have included the implementation of a new telephony system , major security programme of work for the reaccreditation of Public Sector Network compliance including a windows upgrade and continued implementation of the technical design authority and Programme and Risk Management Office for IT and Digital. The majority of employees have also now been migrated to M365 Outlook/exchange with small pocket groups still to be migrated. This work has been supported by Digital Champions across all service areas.

3.20. The service continues to support the development of Council and partnership strategies, including consultation and engagement activity. During the reporting period 12 public consultations were carried out using our Citizen Space consultation software, including the community safety and anti-social behaviour strategy, the Local Development Plan 2 Evidence Report and the Councils Climate Change Strategy. The service also continues to provide support across the Council on business planning, risk planning and reporting and on continuous improvement activity. Over the reporting period P&P facilitated a corporate self-assessment process with the Improvement Service, in line with our Best Value duties. The Councils Annual Governance Assurance process was also led by the service during the reporting period.

3.21. The service continues to support the Clackmannanshire Community Planning Partnership, with significant focus in 2024 around the finalisation of the new Wellbeing Local Outcomes Improvement Plan 2024/34, following a lengthy period of consultation and engagement.

Legal & Governance

3.22. 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 and Transformation. The service continues to work towards a redesign to improve overall capacity and resilience.

3.23. Legal Service has successfully recruited key personnel to address increasing demand and complexity in legal matters.

3.24. The Licencing. Team continues to support Licencing Board responsibilities, with increased demand. After discussions with the Licensing Board the Team are investigating training requirements for elected members on the Board. There will also be a visit to observe Fife Council's Licensing Board, as part of this training and good practice to see another Licensing Board in action.

3.25. The Information Governance service is continuing to improve the service requirements in relation to data protection, records management and freedom of information. Review of RIPSA policy and processes is ongoing and training to be rolled out to relevant officers.

3.26.   The public archive service was fully restored in 2022, with continuing high demand. The Registrar continues to provide an important public service to citizens in the registration of births, marriages and deaths and goes over and above what is required.

3.27. The Scotland's People service is fully reopened and the team continued to provide a high quality Scottish Certificates service. As result of customer demand a further desk is being created within the Registrar's office at the Speirs Centre.

3.28. Internal Audit service continues to deliver the agreed audit plan in partnership with Falkirk Council.

3.29. Continual development for Elected Members is essential to ensuring their effectiveness in the variety of roles and responsibilities that are undertaken at the Council. The Senior Mager Legal and Governance and Senior Manager HR and Workforce Development are working with the Improvement Service to offer development opportunities for Members, which over the period has centered around the Political Skills Assessment tool. Whilst this is voluntary for members, the outputs of this work will assist with identifying skills requirements for members both now and in the future, and will give individual members who engage invaluable knowledge of the indicators of effective practice in their important role.

3.30. 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

3.31. 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.

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**

Complies with relevant Council Policies   ☒

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 – 2024/25 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/1/1247/7948.pdf

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director	

Partnership & Performance

Business Plan 2024-25

(Half Year Update)

Key Organisational Performance Results

Code	KPI	2022-23 Value	2023-24 Value	2024-25 Target	2024-25 Note	Lead
ALL FRD L&D	Instances of Fraud detected	0	1	0	None reported	Senior Manager Legal & Governance
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	3	2	0	There has only been 1 reported organisational breach to date	Senior Manager Legal & Governance
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£5.27	£5.52	£5.89	Calculated at the end of the year	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.9%	95.8%	96.5%	Calculated at the end of the year	Senior Manager Finance & Revenues
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	14.02	14.90	12.00	For the period (Apr – sept 2024) overall total days lost per employee (Council wide) sits at 7.26 days	Senior Manager HR & Workforce Development
RAG CRD 003	Invoice Payment Within 30 Days	88.6%	92.2%	93%	Calculated at the end of the year	Team Leader; Senior Manager Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	58.2%	70%	60%	Calculated at the end of the year	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	1.0%	0.1%	-1%	Calculated at the end of the year	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	KPI	2022-23	2023-24	2024-25	2024-25	Lead
		Value	Value	Target	Note	
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	100%	43%	100%	99.5% as at September	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	(£294k)	£409k	0	Q2 outturn showed (£173k) overspend	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results

Code	KPI	2022-2023	2023-24	2024-25	2024-25	Lead
		Value	Value	Target	Note	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	54%	27%	0	17% The service responded to 6 stage 1 complaints in the reporting period, with 1 complaint upheld, 3 not upheld and 2 where the matter was resolved.	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	33%	63.6%	100%	83% The service responded to 6 stage 1 complaints, with 5 responded to within the 5 day timescale. No stage 2 complaints were handled by Partnership and Performance during the reporting period.	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	62%	77.3%	100%	50% 4 out the 8 enquiries responded to on time	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	88%	73.5%	100%	74.4% as at 31/12/24	Senior Manager Legal & Governance

Code	KPI	2022-2023 Value	2023-24 Value	2024-25 Target	2024-25 Note	Lead
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	50%	25%	100%	86% 6 out of the 7 enquiries responded to on time.	Strategic Director - Partnership & Performance
NEW	% calls answered by Contact Centre	79%	83%	100%	On average over the reporting period 86% of calls made to the contact centre were answered. This is an improvement on the previous reporting periods in 22/23 and 23/24.	Senior Manager Partnership & Transformation
NEW	Average waiting times for calls to be answered (in minutes)	1.59	1.19	00:58	The average waiting times for calls to be answered during the reporting period is 00:58 seconds; a decrease since the previous reporting periods in 22/23 and 23/24.	Senior Manager Partnership & Transformation

Partnership & Performance: People Results

Code	KPI	2022-2023	2023-24	2024-25	2024-25	Lead
		Value	Value	Target	Note	
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	50%	52%	100%	100% All P&P staff members have now completed mandatory training, which is a significant breakthrough for the Directorate.	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	No Survey Undertaken	67%	100%	2024 staff survey results have not been analysed at the time of report writing	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	No Survey Undertaken	60%	100%	2024 staff survey results have not been analysed at the time of report writing	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	No Survey Undertaken	68%	100%	2024 staff survey results have not been analysed at the time of report writing	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	No Survey Undertaken	72%	100%	2024 staff survey results have not been analysed at the time of report writing	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	No Survey Undertaken	58%	100%	2024 staff survey results have not been analysed at the time of report writing	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.85	9.99	5.00	3.78 FTE Days	Strategic Director - Partnership & Performance

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			
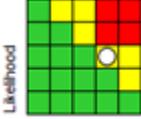
| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management.	31-Mar-2025	▷	Work continues to be taken forward in preparation for the new Protect Duty (Martyn's Law). Plans are now in place relating to a National Power Outage as well as Fuel and Care for People Plans which have been developed at a regional level. Training continues to be delivered, alongside exercising of key plans. Multi-agency Safety Advisory Groups continue to support public events, and Community Resilience Groups continue to work well. Where required following incidents, formal debriefs continue to be held to ensure that lessons can be learned on response and recovery activities.	Strategic Director - Partnership & Performance
	Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties, including preparations for the new Protect Duty	31-Mar 2025	▷	Plans are in place to ensure compliance with the national CONTEST Strategy with oversight of this work provided through the Risk and Integrity Forum. 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.	Senior Manager Partnership & Transformation

| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
P&P 20 003	Continue to support consultation and engagement activities (budget and corporate strategies).	31-Mar-2025	▷	Significant engagements undertaken and completed on LOIP and 2025/26 budget. Consultation has also taken place on a number of significant corporate strategies using the Councils Citizen Space platform which can be accessed here: Clackmannanshire Council - Citizen Space	Senior Manager Partnership & Transformation
	Ensure robust approaches are in place to comply with statutory duties on Mainstreaming Equalities.	31-Mar-2025	▷	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. A refresh of the Mainstreaming Equalities and Diversity Outcomes will be completed in 2025 in line with statutory requirements.	Senior Manager Partnership & Transformation
	Continue to embed the Health & Safety Management System ensuring services are utilising full functionality in terms of risk assessments, incident reporting etc.	31-Mar-2025	▷	Significant investment has been made by the H&S to increase reporting of incidents, and recording of risk assessments across the Organisation. Embedding the Evotix system has been successful, with further system developments due.	Senior Manager HR & Workforce Development
P&P 20 013	Conclude the P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2025	▷	Revenues restructure has been completed and implemented through first half of the year. Finance structure to progress during second half of the year. Legal & Governance redesign in still in progress and moved forward during 2025	Senior Manager Finance & Revenues Senior Manager Legal & Governance

| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Approval of 2023/2024 Annual Accounts	January 2025	▶	On track for draft annual accounts to be approved in January 2025.	Senior Manager Finance & Revenues
	Ensure completion of identified outstanding Internal Audit Actions as reported to Audit and Scrutiny Committee in June 2024.	31-Dec-2024	▶	Regular reporting is now in place with update reports on both internal audit and external audit presented to Audit and Scrutiny Committee. Progress on Internal Audit Actions is a standard agenda item on SLG and ESLG agenda	Strategic Director - Partnership & Performance
	Enable an approved balanced budget 202526	31-Mar-2025	▶	Work progressing through the Budget Working Group to identify savings and pressures as set up in the Budget Strategy report to Council in May 2024.	Senior Manager Finance & Revenues
P&P 20 031	Consolidate corporate support Information management approaches and address any high-risk gaps	31-Mar-2025	▶	This action will be progressed in 2025 in conjunction with Senior Manager of P & P.	Senior Manager Legal & Governance
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-2025	▶	Work on this action will be progressed in 2025 however good progress has already been achieved. This includes a new self assessment approach agreed and progressed with support from the Improvement Service in 2024; deployment of the new Risk management Strategy approved by Council in 2024 and improvements made to the Annual Governance Statement process in 2024. Plans are well underway to consolidate and streamline planning, reporting and self assessment in line with Best Value.	Senior Manager Partnership and Transformation

| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Achieve Armed Forces Silver Accreditation	31-Mar-2025	▷	An application to achieve silver level Armed Forces accreditation will be submitted in 2025.	Senior Manager Partnership & Transformation
	Complete the refresh of the Local Outcomes Improvement Plan and associated Community Planning operating arrangements; Support the Community Planning Partnership to undertake development and continuous improvement activities in line with Best Value and other statutory duties.	31 Mar 2025	▷	The refresh of the Wellbeing Local Outcomes Improvement Plan 2024-34 has been completed and approved by Alliance partners and Council. Work is underway with partners on a self-assessment process with the Improvement Service, and discussions and plans are ongoing on additional development work with partners. Progress on this work in anticipated in early 2025.	Senior Manager Partnership & Transformation
New	Deliver a focused SLF session regarding good corporate governance	31-Dec-2024	✅	Delivered and presented to both the SLF and TLF.	Strategic Director – Partnership and Performance
New	Roll out training in Financial Governance and financial systems processes including promoting awareness of the management information produced by the finance system to assists decision making.	31-March-2025	▷	Training to be delivered in the second half of the year.	Senior Manager Finance & Revenues

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
New	Workforce Planning Sessions to be undertaken with all Directorates to inform the Strategic Workforce Plan 2025-2028 and creation of Directorate Workforce Plans.	31-Dec-2024	▷	Sessions for directorates have not yet been undertaken, but are expected to complete in time for the development of the Strategic Workforce Plan 2025-28. As such, although this action will move into exception, we do expect it to complete by the conclusion of the Interim Workforce Strategy 2022-25.	Senior Manager – HR and Workforce Development
New	Training in combating fraud and corruption for relevant officers	31-March-2025	▷	The Council will be working with its insurers Gallagher Bassett to develop a training course for managers	Senior Manager Legal & Governance
New	Enable delivery of the digital and data transformation activities including roll out of M365, PSN compliance, IoT, in line with the Be the future transformational change programme	1- March - 2025	▷	Good progress is being made around digital and data transformation including the deployment of M365 (outlook/exchange) and security activities including submission of our Public Services Network application in late 2024.	Strategic Director – Partnership and Performance

Business Plan Appendix - Service Risk Register

ID & Title	P&P SRR 001	Catastrophic Business interruption	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 P&P 20 028 P&P 20 029	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. ICT Infrastructure Plans PSN & Cyber Security compliance	**Internal Controls**		Business Continuity Plans					
Latest Note	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, response and recovery arrangements as well as testing and debrief activity continues. There is also significant effort being placed on upgrading systems and infrastructure to mitigate or minimise cyber threats.									
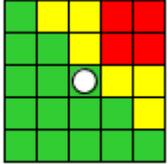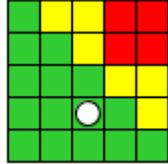
ID & Title	P&P SRR 003	Ineffective community engagement	Status	⚠️	Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9

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
		Complete Refresh our Wellbeing Local Outcomes Improvement Plan 2024/34 and associated operating arrangements.		Mainstreaming Equality & Diversity
	P&P 20 003	Continue to support consultation and engagement activities (budget and corporate strategies).		Customer Charter
		Ensure robust approaches are in place to comply with statutory duties on Mainstreaming Equalities.		Community Asset Transfer Guidance
				Unacceptable Behaviour Policy
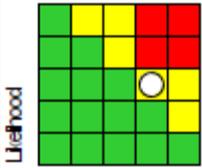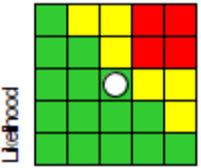
Latest Note	P&P resources for this area of work are modest and delivery or implementation requires a multi-service, and partnership led approach. Implementation of agreed approaches, plans and policies with guidance and support is key to mitigating risks.

ID & Title	P&P SRR 004	Poor Staff engagement	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 embed our values and achieve our vision. May also result in workforce gaps as a result of difficulties with recruitment and retention 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			
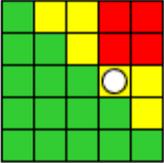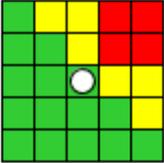
Latest Note	Work is planned as part of Be the Future programme through a refreshed workforce plan. Labour shortages continue to cause difficulties across the board, impacting on operations, staff and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for the foreseeable future, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity.

ID & Title	P&P SRR 006	Labour Shortages	Status	🛑	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9

Potential Effect	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.			
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		
	NEW	Finalise the Fraud Strategy and Fraud risk management arrangements and implementing a programme of training for Directors and managers.		
	NEW	Whistleblowing Policy		
Latest Note	Staff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capacity 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	Financial Resilience		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 emerging environmental factors including the cost of living crisis, high inflation, financial constraint and climate change. .										
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2025/20206	**Internal Controls**			Budget Strategy & Monitoring					
	P&P 21 015	Contract Standing Orders Review				Corporate Transformation Programme					
		Achieve savings for 2024/2025				Procurement Strategy					
Latest Note	Ongoing geopolitical events in Eastern Europe and the Middle East, previous high inflation, reduction in Government funding, increased Government priorities and cost of living crisis continue to impact 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.										
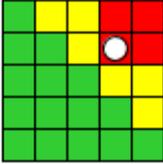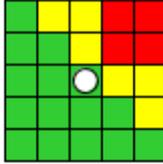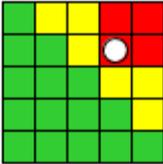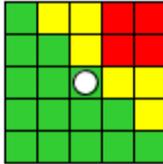
ID & Title	P&P SRR 008	Failure to deliver Digital Transformation		Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	The aftermath of the pandemic and increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased 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.										