CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 11 December 2025

Subject: Partnership & Performance: 2025/2026 Half Year Business Plan Update

Report by: Strategic Director, Partnership & Performance

1.0   Purpose

1.1.   The report updates the Committee on the half year progress of the 2025/2026 Partnership and Performance Business Plan.

1.2.   The report outlines progress as of 30 September 2025. 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 2025/26 agreed by Council on 21st August 2025. (link https://www.clacks.gov.uk/document/meeting/1/1288/8208.pdf)

3.2.   The Partnership and Performance Directorate continues to play a pivotal role in enabling the Council to deliver high-quality services, ensure robust governance, and achieve its corporate priorities.

3.3.   The 2025/26 Business Plan set out a clear and ambitious programme of work aligned to the Council's *Be the Future* vision and transformation roadmap. The key themes of the 2025/26 Business Plan included:

Digital and Data Transformation: Continued implementation of the 5-year roadmap, including further M365 rollout, infrastructure upgrades and enhanced cyber security, digital solutions for customers and data led decision making.

Governance and Assurance: Targeted improvements to strengthen internal controls and compliance to shift the internal audit assurance rating from "limited" to "substantial."

Workforce Resilience: Delivery of the Strategic Workforce Plan, leadership development programmes, and succession planning to address demographic and capacity risks.

Collaboration and Innovation: Expansion of joint working with Falkirk Council, supported by PwC, to explore shared service models beyond audit, unlocking efficiencies and building critical mass.

Performance and Risk Management: Strengthening the "golden thread" between strategic plans and operational delivery, with a focus on continuous improvement and evidence-based decision-making.

Customer and Stakeholder Engagement: Implementation of refreshed communications and engagement strategies, including a new staff intranet and refreshed and accessible complaints system and supporting policies and procedures.

3.4. 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.

HR and Workforce Development

3.5. The HR & Workforce Development team continues to provide a cross-service support function across HR, payroll, health and safety and workforce development functions. In addition to day-to-day support, the Service works collaboratively with other teams and areas, to both develop the service it provides and identify new ways of working that support our Directorates and the communities they serve.

3.6. In operational HR, the team has developed further supports with a view to reducing absence, particularly through the work of the Absence Compliance Officer post with bespoke support for long term absences being offered in conjunction with the HR Business Partners, as well as a revised approach to the Healthy Working Lives Group and their programme of events.

3.7. Allied to this, the HR Business Partner team continue to support all Council services with a range of topics including maximising attendance, Disciplinary, Capability, Grievance and other policy areas. In addition, the team provides a revolving schedule of policy development and training delivery, ensuring that not only are the policies which the Council operates upon relevant and up to date, but that our staff and managers understand them, and are supported appropriately. The HR admin team support all areas of the Council with all

aspects of operational HR functions from recruitment and selection stage right through the employee life cycle.

3.8.   The Workforce Development team over the past six months has continued to develop supports for staff, despite a new Strategic Workforce Plan being placed on hold whilst work with the TOM is finalised (so as to ensure a relevant 'Clacks context' this work). Specifically, a revised SLF and TLF schedule was created and is now underway, creating networking events for our middle and senior management cohorts as a means to challenging current thinking, and developing the way services are delivered against the backdrop of the CIPFA Local Code of Governance.

3.9.   In addition, within the period the team also developed and rolled out the Step Forward Colleague Mentoring programme, designed to open up opportunities for learning and development in an informal mentoring environment between senior colleagues, and those wanting to develop within the organisation.

3.10. As part of their standard offering, the Workforce Development team continues to deliver a range of learning and development opportunities for staff. Team members 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.

3.11. The Health & Safety team remains committed to ensuring a safe working environment. Over the period, progress has been made in recording risk assessments with a view of building a comprehensive database to track risks and mitigation strategies, in addition to significant progress in bolstering the range of training courses being delivered in-house. This now includes IOSH, first aid, and violence and aggression, in addition to a catalogue of other H&S topic courses.

Finance and Revenues

3.12. Following recommendations from the Best Value Report, a Medium Term Financial Strategy has been developed and was approved by Council in June. The annual budget strategy for 2026/27 was also approved by Council in May which set out the key dates and tasks. Officer Budget Challenge sessions with Directors and Senior Managers were held throughout June and proposals for savings were developed over the summer months. Briefing sessions on the output of these sessions were held with Elected Members and Trade Unions during August with the list of officer proposals being shared on a confidential basis. The second round of Officer Budget Challenge sessions were held in September where updated proposals were reviewed. Further refinement of proposals and briefing sessions are planned throughout the year to support the council in its decision making to agree a balanced budget.

3.13. The first quarter outturn of 2025/26 was presented to the Audit and Scrutiny Committee in October which showed a positive forecasted underspend position on the Councils General Fund by the end of 31 March 2026. Good progress was also reported on the achievement of savings with 82% of the £3.8m approved savings achieved or expected to be achieved.

3.14. The Finance Team held a session with Senior Managers and Team Leaders on Financial Management. The objective of the session was to provide an overview of the Finance and Revenues Service, and to raise awareness of the governance supporting the Council's financial management responsibilities, including the Annual Accounts activity, and introducing the new medium-term Financial Strategy. The session was well attended and prompted discussion and questions.

3.15. Work continues to conclude the audit of the 2023/24 annual accounts. This has been challenging due to the volume of audit scrutiny and competing priorities and turnover and recruitment within the Finance Team. The capacity of the External Auditors has also added to the delay, however it is hoped that the accounts can be signed off within the next few months. The delay in the 2023/24 audited accounts has also impacted on the preparation of the 2024/25 draft accounts which will be finalised following conclusion of the 2023/24 audit process.

3.16. Annual billing for both Council Tax and Non-Domestic rates was completed in advance of the start of the 2025/26 financial year. Further developments have been carried out within the Revenues Citizen Access Portal which is an online platform that provides access to Council Tax information. The Portal allows taxpayers to view their bills, update their details and apply for exemptions. E-billing has been rolled out which also allows electronic mailing of Council tax Bills reducing paper bills and postage costs.

3.17. An exercise was also undertaken to review those taxpayers receiving Single Persons Discount. This has resulted in the updating of Council Tax accounts and additional income being due. This has impacted slightly on Council Tax Collection rates with a drop of 0.1% on this time last year but this is expected to increase during the second half of the year in line with the previous year.

3.18. The Councils Contract Orders have been reviewed with the support of an external legal resource. These revised Contract Standing Orders are anticipated to be presented for approval before the end of the financial year in line with target.

3.19. The longstanding vacancy for the Systems Developer Post was recruited to which will take forward development withing Finance and Revenues including developments within the Financial System. This includes: a new dashboard module which has been added to the financial system to enhance management information available to budget holders and managers, work Is also progressing to implement a new Procurement Module which is anticipated to be rolled out in the next few months and further review of the Debtors module is also being investigated to assist with the recovery of debt.

3.20. Recruitment and retention challenges remain within the Finance Team and work continues to recruit to both qualified and non qualified staff.

Partnership and Transformation

3.21. The service continues to improve strategic and operational service delivery across a range of service delivery areas and transformational activities. Our work supporting civil contingencies response and preparedness continues with a focus on planning, exercising, training, and debrief activity as well as supporting response and recovery during significant and varied incidents that the Council responds to. The service also successfully achieved the armed forces employer recognition scheme accreditation at silver award, with elected members and officers attending the award ceremony in June 2025.

3.22. Developments in the reporting period has included a full review of service business continuity plans, accredited workforce development and training for senior managers and team leaders; delivery of a major statutory multi-agency COMAH exercise at Blackgrange; participation in a national flu pandemic exercise (Pegasus); coordination of Covid 19 UK and Scottish Covid Enquiry submissions. Work has continued to prepare for the Protect Duty (Martyns Law) as well as wider security preparedness for the Council and Council premises. Work also continues through the multi-agency Local Resilience Partnership on joint planning and coordinated incident response. The Building Security Policy, Premises Duty Holder Policy and Major Emergencies Operational Plan for the Council have all been reviewed in the reporting period.

3.23. The communications and customer services team continue to support customers through the contact centre and at Kilncraigs reception. The Councils main reception has returned to full opening hours and footfall is higher than previous periods as a result of the extended opening hours and the relocation of the cash office to Kilncraigs. The Councils customer team continue to provide high levels of service delivery responding to on average over 5000 telephone calls and 2500 emails with the average call waiting time of 55 seconds.

3.24. Good progress has been made on IT and Digital Transformation over the reporting period. Key achievements have included the implementation of a new telephony system , major security and infrastructure programme of work for the reaccreditation of Public Sector Network compliance; and continued implementation of the technical design authority and Programme and Risk Management Office for IT and Digital. Almost all employees have also now been migrated to M365 Outlook/exchange with a very small number still being migrated. The service has also supported work to progress a new housing management system, social work system, upgrades to the Councils finance system has supported the technical and security enabling works for digital transformation.

3.25. The service continues to support the development of Council and partnership strategies, including consultation and engagement activity. During the 6-month reporting period 5 large public consultations were carried out using our Citizen Space consultation software. The service also continues to provide support across the Council on business planning, risk planning and reporting, statutory performance reporting, continuous improvement and self-assessment activity, and integrated internal, external audit and Annual Governance Assurance improvements and reporting. Key strategies agreed during the reporting period include the new Mainstreaming Equalities,

Diversity and Human Rights Outcomes 2025/29, and review and implementation of a refreshed Equality and Fairer Scotland Impact Assessment process and guidance. Training was also delivered with Senior Managers and Team Leaders on EQIAs and the new guidance.

Legal & Governance

3.26. Legal & Governance continues to play a pivotal role in supporting the Council's strategic and operational delivery, responding to high levels of demand across a broad range of service areas. The service is actively embedding a culture of accountability, compliance, and continuous improvement through targeted initiatives and collaborative working.

3.27. Progress has been made in strengthening internal controls and assurance. Recruitment is underway for a Fraud Officer and Senior Internal Auditor, with both roles expected to enhance the delivery of the internal audit action plan and associated policy development. These appointments will support the Council's commitment to transparency and robust governance.

3.28. The Registrars team continues to enhance service delivery, with improvements to the Ceremony Room at the Speirs Centre aimed at increasing capacity for wedding ceremonies. A newly appointed Registrar has already contributed to improved service performance and customer experience.

3.29. The Legal Team has supported a number of major Council projects over the reporting period, including:

- The Wellbeing Hub

- Westhaugh development

- Transformation Vehicle (Foundation Scotland)

- CTSI Transformation Funds

- Community Asset Transfers

- Completion of approximately 20 housing acquisitions

3.30. Demand for legal services remains high, particularly in support of the Council's Transformation Programme. Recruitment is planned for a Grade 5 Legal Officer to assist with housing litigation and alleviate pressure on the team. Additionally, an internal officer will begin a traineeship to become the Council's Capital Solicitor, specialising in procurement and capital projects. This traineeship includes a unique partnership with external legal providers MFMac, offering reciprocal training opportunities that enhance both organisations' capacity and expertise.

3.31. The Legal Team is also working with services to develop a standardised instruction template, ensuring consistency and clarity in legal requests.

3.32. The Licensing Team continues to support the Licensing Board and Regulatory Committee, with ongoing work on Short Let licensing.

3.33. Legal Services as created a streamline process in respect of applications to the Sheriff Court in respect of rent arrears for Housing Service. This new approach will improve efficiency and productivity of the solicitor where applications were dealt with manually. It is envisaged that new process can be extended to include other volume Court applications including Adult and Child Services. The Licensing Team, have also, in conjunction Digital Transformation Team created an automation process for expired licenses (including alcohol and civic). The previous process was hard copy format with a number of manual requirements. Elected members of the Regulatory and Licensing have been invited to a demonstration to see the new system. Both of these automations are in line with the Council's digital transformation programme and will be of benefit to the two teams along with the customer experience. Both processes are being run as pilot projects.

3.34. Significant progress has been made in Information Governance, with the Scottish Information Commissioner noting improvements in recent correspondence. The team has implemented enhanced procedures for managing Freedom of Information and Subject Access Requests, alongside rolling out training across services. Recruitment is planned for a dedicated officer to support data protection requirements within the Place service area, further strengthening the Council's compliance framework.

Transformation

3.35. The Council's Be the Future Transformation Programme has made significant progress in the last 6 months. In terms of governance regular updates are provided to the Be the Future Board and Council , with a benefits realisation plan now in place. Work is progressing to establish a robust approach to measuring and realising the benefits of programme, ensuring that outcomes can be clearly demonstrated and reported. The highlights for the top three priority themes are as follows:

- Digital and Data Transformation- A 5-year roadmap is underway to make the Council more connected and efficient. The roadmap is structured across short, medium, and long-term phases, allowing flexibility to adapt to rapid technological advancements, particularly in generative AI and automation. Procurement is progressing on a new social care case management system and also a housing management system which will transform how we delivery these services

- Workforce Strategy -Development of a Strategic Workforce Plan (2025–2028) is in progress, aligned with the Council's Target Operating Model. A Council-wide skills matrix is being created to support proactive workforce planning. HR and Workforce Development teams are enhancing management information and supporting strategic alignment across services.(further detail in the HR and Workforce Development section of the report above)

- Asset Management Strategy A new Corporate Asset Management Strategy is nearing completion and will be submitted for approval in late autumn. The strategy aims to align physical assets with Council priorities, maximise financial investment and community benefit and to enhance sustainability, resilience, and risk management.

3.36. Work on our TOM continues in parallel with the Collaboration work with Falkirk council. This Discovery work is complete which assessed the opportunities for collaboration, exploring the scope, potential benefits and financial sustainability of potential opportunities of working together.

Conclusion

3.37. The Partnership and Performance Directorate continues to deliver a broad spectrum of essential services that underpin the Council's operational resilience and strategic ambitions.

3.38. Over the first half of 2025/26, the Directorate has demonstrated tangible progress across key areas including workforce development, digital transformation, governance, and customer service.

3.39. Overall, the Directorate is not only maintaining core service delivery but is actively enabling the Council's transformation agenda. Continued focus on integration, innovation, and strategic alignment will be critical in sustaining this progress and realising long-term outcomes.

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   Impact Assessments

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

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment
have not been undertaken specifically for the Partnership and Performance
Business Plan 2025–2026 Half Year update as it is a progress report.

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 – 2025/26 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 ☐
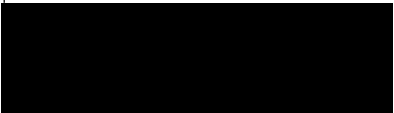
Business Plan 2025/26 (link can be found at
https://www.clacks.gov.uk/document/meeting/1/1288/8208.pdf

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director	███████████████

# Partnership & Performance

Business Plan 2025-26

(Half Year Update)

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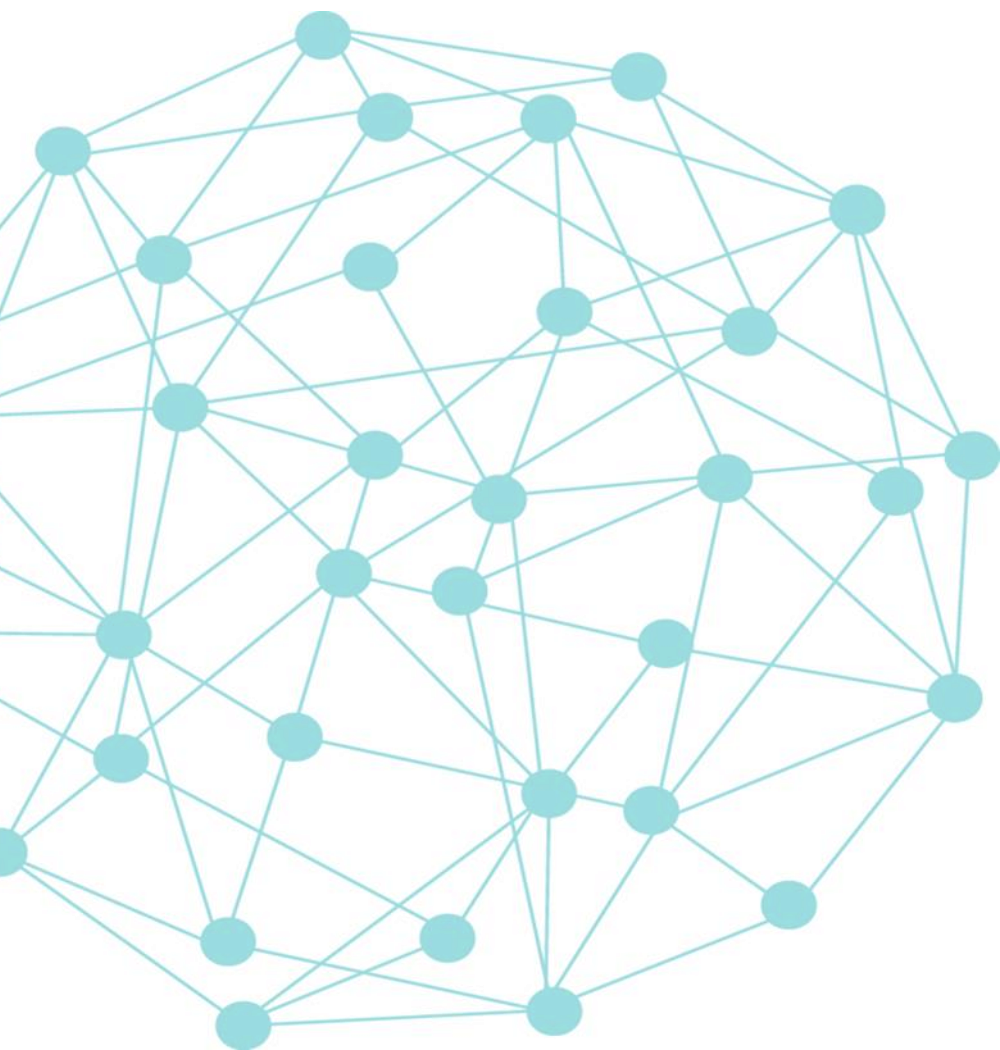
KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review	Progress Update as at 30th September 2025
Annual Budget Strategy (reviewed on an ongoing basis)	2025	2026	Not due until 2026/27
Strategic Workforce Plan	2022	2025	Pending – to be developed in line with Council TOM
Gaelic Language Plan for Clackmannanshire	2021	2025	In progress
Procurement Strategy	2018	2025	In progress
Digital and Data Transformation Strategy (including AI)	2019	2025	In progress
Corporate Communications and Marketing Strategy	2013	2025	In progress
Major emergencies operational procedures and Civil Contingencies Guidance	2022	2025	In progress
Business Planning Guidance and Performance Management Framework	2019	2025	In progress
Consultation Guidance and Toolkit	2023	2026	The consultation guidance and toolkit was refreshed in 2023/24 and will be reviewed to align with the Communications and Engagement strategy in 2026
Council Complaints Handling Procedure	2021	2025	In progress
Standing Orders	2019	2025	In progress
Scheme of Delegation	2014	2025	In progress
Financial Regulations	2023	2026	Not due until 2026/27
Contract Standing Orders	2019	2025	In progress
Fraud and Anti-Corruption Policy		2026	Upon appointment of Fraud Officer Policy will be developed
Health and Safety Strategy	2022	2025	Review underway with submission to Council in Nov 25 (to be combined with Wellbeing Strategy)
Whistleblowing Policy.	2023	2026	Will be reviewed during 2026
Wellbeing Strategy	2022	2025	Review underway with submission to Council in Nov 2025 (to be combined with H&S Strategy)

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Regulation of Investigatory Powers (Scotland)	2019	2025	In Progress
Social Media Policy and Guidelines	2020	2025	In progress
Petition Guidance	2023	2026	Will be developed during 2026
Building Security Policy		2025	In progress

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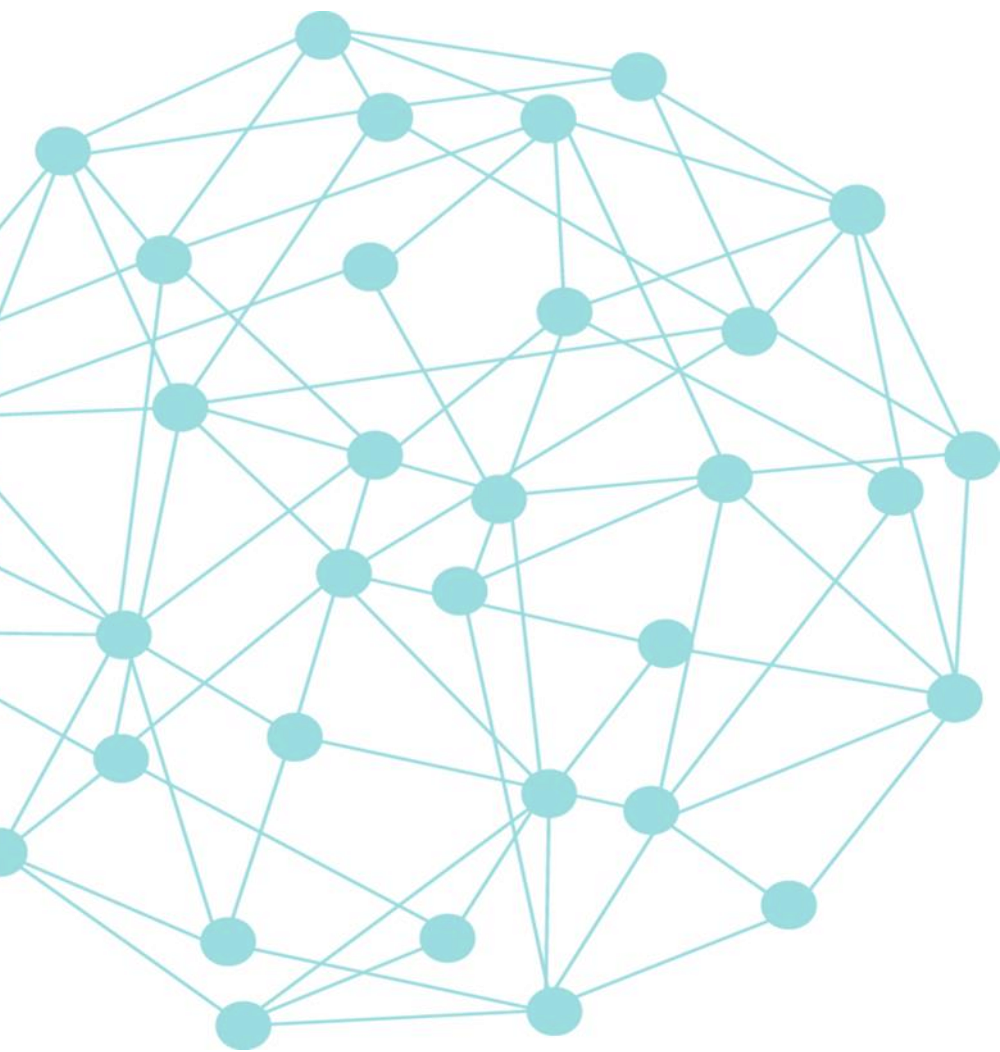
4   DELIVERY PLAN

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

Business Plan 2025-26

Service objective / priority

Key Organisational Performance Results

Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Progress Update as at 30 Sept 2025	Lead
		Value	Value	Value	Value	Target		
ALL FRD L&D	Instances of Fraud detected	0	0	1	0	0	There have been no Fraud detected to date of this Report.	Senior Manager Legal & Governance
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	4	3	2	1	0	There have been 4 data breaches reported to the Information Commission with confirmed no further action required.	Senior Manager Legal & Governance
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£3.70	£5.27	£5.52	Not yet reported	24/25 Scottish average (not yet reported)	Not available until the end of the year	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.2%	96.9%	95.9%	96.2%	24/25 Family Group median (not yet reported)	51.52% (0.1% down on prev year due to single person discount review)	Senior Manager Finance & Revenues
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	13.57	14.02	14.90	12.99	12.00	6.82 for period 01.04.25 to 30.09.25	Senior Manager HR & Workforce Development

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Code	KPI	2021-22 Value	2022-23 Value	2023-24 Value	2024-25 Value	2025-2026 Target	Progress Update as at 30 Sept 2025	Lead
RAG CRD 003	Invoice Payment Within 30 Days	89.9%	88.6%	92.2%	91.7%	24/25 Scottish average (not yet reported)	Not available until the end of the year	Team Leader; Senior Manager Finance & Revenues
RAP PMT 001	Crisis grant decisions within 1 day	96.7%	99.3%	98.5%	99.7%	99.7%	Not available until the end of the year	Senior Manager Revenues & Finance
RAP PMT 002	Community care grant decisions within 15 days	95.8%	98.7%	99.5%	100.0%	100.0%	Not available until the end of the year	Senior Manager Revenues & Finance
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	59.8%	58.2%	50%	60.2%	51.1% (women in Scottish working age population)	LGBF figure and not yet available. 2024/25 is the latest data.	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	2.1%	1.0%	0.1%	0.2%	0.0%	LGBF figure and not yet available. 2024/25 is the latest data.	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	KPI	2021-22 Value	2022-23 Value	2023-24 Value	2024-25 Value	2025-2026 Target	Progress Update as at 30 Sept 2025	Lead
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	83%	100%	43%	99.18%	100%	To be confirmed with Q2 Outturn	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	-	(£294k)	£276k	£(1.258m)	0	To be confirmed with Q2 Outturn	Strategic Director - Partnership & Performance

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Partnership & Performance: Customer Results

Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Progress Update as at 30 Sept 2025	Lead
		Value	Value	Value	Value	Target		
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	17%	54%	27%	33%	0	In the reporting period the service responded to 8 complaints (7 at stage 1 and 1 at stage 2). 2 (25%) complaints were upheld and 6 (75%) were not upheld.	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	25%	33%	63.6%	67 %	100%	Of the 8 complaints responded to 6 (75%) were closed within the agreed timeframe and 2 were (marginally) late.	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	55%	62%	77.3%	66.66	100%	100% (10 enquiries all responded to within timelines)	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	73%	88%	73.5%	74.8%	100%	Q1 (April – Jun) received 114 and 90 closed on time Q2 (July – Sept) received 111 and 87 closed on time

Total 225 for first 6 months to 30/09/ of | Senior Manager Legal & Governance |
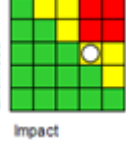
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Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Progress Update as at 30 Sept 2025	Lead
		Value	Value	Value	Value	Target		
							which 177 closed on time = 79%	
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	24%	50%	25%	83.33	100%	100% (4 enquiries all responded to within timelines)	Strategic Director - Partnership & Performance
NEW	% calls answered by Contact Centre	-	79%	83%	85.5 %	100%	Within the reporting period we have seen an increase in the % of calls answered with on average 89% of calls answered each month.	Senior Manager Partnership & Transformation
NEW	Average waiting times for calls to be answered (in minutes)	-	1.59	1.19	1.35	0	Within the reporting period we have seen on average reduced call waiting times of 0.55 seconds.	Senior Manager Partnership & Transformation

Partnership & Performance: People Results

Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Progress Update as at 30 Sept 2025	Lead
		Value	Value	Value	Value	Target		
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	24%	50%	52%	100%	100%	100% as of 30 Sept 2025	Strategic Director - Partnership & Performance

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Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Progress Update as at 30 Sept 2025	Lead
		Value	Value	Value	Value	Target		
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.19	8.85	9.99	8.88	5.00	4.79 for period 01.04.25 to 30.09.25	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	❓ Unknown	🔴 Overdue	The likelihood of a risk occurring, and the impact if it does occur are each		

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	new indicator or data not yet available					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	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	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, and a review of appropriate plans including our Major Emergencies Operational Plan (MEOPs).	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Sustainable Inclusive Growth	31-Mar-2026	▷	We continue to work across established resilience partnerships on planning, preparedness, training and exercising. Locally a review of key plans and policies is underway including a review of our Major Emergencies Operational Procedures; corporate and service level business continuity plans and national power outage plans. A major statutory COMAH exercise was held in the reporting period supported by partners and the Council participated in Care for People Exercise in the Spring. The Council is part-way through participation in a UK wide flu pandemic exercise (Pegasus) which will complete in November 2025. The majority of incidents which have required a response have been weather related. Training is being developed and planned for SM and TL on Integrated Emergency Management in partnership with Scottish Government and which will take place in early 2026.	Strategic Director - Partnership & Performance
New	Ensure robust plans and processes are in place for managing CONTEST	Enable meeting of statutory requirements	31-Mar 2026		Work continues to ensure the Council is compliant and we work in partnership across Forth Valley through the multi-agency Contest	Senior Manager Partnership & Transformation

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Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
	risks and ensuring compliance with statutory duties.	Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth		✓	Board. Progress made in this quarter has included a Prevent Multi-agency Panel multi-agency training with the Home Office hosted by Clackmannanshire Council and training attended by officers on Prevent risk assessments. One prevent case was subject to the Prevent Multi-agency panel process (which is statutory) during the reporting period by has since been closed. Additional training for staff on Prevent.	
P&P 20 003	Continue to support consultation and engagement activities (budget and corporate strategies).	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	▶	Consultation activity has continued to be supported during the reporting period. The following corporate consultation activities have been undertaken XX. Early work has commenced on the budget engagement process for 2026/27.	Senior Manager Partnership & Transformation
New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	✓	Council approved the Mainstreaming Equalities, Diversity and Human Rights refreshed outcomes in September 2025 which is now published on the Councils website. A review of our Equality and Fairer Scotland guidance and template have been undertaken by independent specialists to ensure it is fit for purpose. The updated versions have been shared with staff and published on Connect. Work is underway to refresh the Councils Gaelic Language plan due to be submitted to the Bord na Gadhlig in 2025. Arrangements are also being finalised to recruit a temporary Equalities Officer to lead the implementation	Senior Manager Partnership & Transformation

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Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
					of our Mainstreaming Equalities Delivery Plan and other associated equalities plans and activities.	
P&P 20 013	Conclude the P&P Redesign, including implementation of immediate workforce plan priorities	Improve corporate governance Corporate risk mitigation	31-Mar-2026	▶	Finance and Revenues: phase 2 of the redesign for Finance is on hold pending completion of the annual accounts. Legal & Governance: as a result of competing priorities the redesign of Legal & Governance continues to be challenging. The plan on redesign has been completed but further due diligence is required. It is anticipated this will be completed within the timelines provided.	Senior Manager Finance & Revenues Senior Manager Legal & Governance
	Approval of 2023/24 and 2024/25 Annual Accounts	Enable meeting of statutory requirements Improve corporate governance	31-Mar-26	▶	Work is progressing in conjunction with the external auditors to finalise the 2023/24 accounts but remains challenging due to external audit capacity. Once completed this will allow progress to be made on the 24/25 accounts.	Senior Manager Finance & Revenues
	Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee	Enable meeting of statutory requirements Improve corporate governance	Ongoing	▶	Actions arising from internal audit continue to be actions. Regular reporting is presented to A&S Committee and outstanding actions is a regular agenda item at SLG and Portfolio SMTs.	Strategic Director - Partnership & Performance
	Enable an approved balanced budget 2026/27	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	▶	Work is progressing through the year in line with the timeline presented in the Budget strategy report to Council in May.	Senior Manager Finance & Revenues
New	Review, streamline and integrate Performance Management and Best	Enable meeting of statutory requirements	31-Mar-2026		A best value ecosystem approach has been agreed by Senior Leadership Team with a focus on performance and risk management,	Senior Manager Partnership and Transformation

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Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
	Value approaches and delivery models.	Improve corporate governance		▶	the Annual Governance Assurance process, self-assessment and integrated improvement action planning and reporting and engagement with Senior Managers and Team Leaders on continuous improvement. Work to refresh business planning guidance and processes and options for a sustainable performance and insight function are also being progressed.	
	Continue to deliver a focused programme of SLF and TLF sessions	Improved Governance Reduced risk of governance breach Improved Internal Audit Assurance	31 Mar 2026	✅	SLF/TLF sessions are programmed.	Strategic Director – Partnership and Performance
	Workforce Planning Sessions to be undertaken with all Directorates to inform the Strategic Workforce Plan 2025-2028 and creation of Directorate Workforce Plans.	Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff	31-Mar-2026	▶	Development of the Strategic Workforce Plan (2025-28) has been placed on hiatus pending further work on the Council's TOM. As such these sessions have delayed, as it is critical to ensure there is strategic alignment between the Council's priorities, and the ongoing workforce development priorities of our services.	Senior Manager – HR and Workforce Development
	Training in combating fraud and corruption for relevant officers	Increased identification of potential fraud and corruption	31-Mar-26	▶	Recruitment to the post of Corporate Fraud Officer is ongoing. Health checks on Council's priorities and procedures will be key tasks for the successful candidate. Training will also be a key provision of the Fraud Officer.	Senior Manager Legal & Governance]
	Undertake a refresh of the Council's Digital Strategy also incorporating AI	Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce	30-June- 26	▶	A working draft is completed with the final strategy still on target to be completed by June 26. The draft aligns with the national digital and AI strategies and will also maximise opportunities to work with partners. The strategy will enable the Council to deliver inclusive, ethical, and innovative public services—empowering our people, communities, and partners through data, AI, and emerging technology.	Senior Manager Transformation and Capital

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Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
		Collaborating and Innovating Locally				
NEW	Develop a timetable for review of all key governance documents which form part of our Local Code of Governance	Ensure policies and processes are fit for purpose to ensure robust decision making and greater scrutiny	31 March 2026	▶	Work has commenced with approx. 400 policies have been identified which have been put in place. To allow a review of these policies to ensure they are fit for purpose and comply with law, the key priorities of the Council and LCG the work will need to be phased. As such the phased work will go beyond the agreed timeline. Engagement with SLF/TLF in respect of the review (creating working groups of cross service officers) has started with an initial meeting in October.	Senior Manager, Legal & Governance
New	Complete Annual Governance Statement actions	The AGS explains how the Council has complied with the terms of the Local Code for the relevant financial year, and is part of the Councils annual audit process. Improvements to our AGS process have been implemented throughout 2025/26, with the AGS actions forming part of a consolidated corporate improvement action plan.	Annually	▶	Work has been progressed this reporting quarter to integrate all audit and AGS improvement actions into a single reporting plan and template. This work also ensures close alignment with the corporate risk register. Engagement has also taken place with SLF and TLF with identified leads tasked with progressing AGS themed actions working collaboratively across services. Work is progressing to complete all AGS outstanding actions with robust oversight being provided by SLG and the Risk and Integrity Group.	Senior Manager of Legal & Governance Senior Manager of Partnership and Transformation
NEW	Provide regular updates on the Council's Medium Term Financial Strategy (MTFS)	MTFS sets out how the Council intends to manage its finances through the medium term (5 years) Supports Financial Resilience	Nov & March	▶	No changes in assumptions, update will be provided as part of the 26/27 budget setting.	Senior Manager Finance & Revenues

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Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
		Regular updates through Budget Strategy Report				
NEW	Deliver the Council's Strategic Workforce plan, ensuring that it is tied into and reflective of the Target Operating Model	Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff Improved ability to respond to changing demands	31-Mar-26	▶	Development of the Strategic Workforce Plan (2025-28) has been placed on hiatus pending further work on the Council's TOM. It is still intended that this will be delivered within the noted timescale.	Senior Manager – HR &Workforce Development
NEW	Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy	Improved leadership resilience Upskilled leaders and managers More collaborative and innovative workforce	Nov 25	▶	Tender process will begin in November with a supplier identified by year end (with a view to delivering programmes within Q1 of 2026).	Senior Manager – HR & Workforce Development
NEW	Undertake preparations and ensure resourcing for any election	Where the Council is unable to deliver any election (which may include a bye election) then it would result in the following: - breach of its statutory requirements. - reputation damage (political discourse); - personal liability on the Returning Officer (currently the Chief Executive) in not delivering an election	Ongoing	▶	Work has already commenced in delivery of the Scottish Parliamentary Elections. Training of key election officers has taken place. The first meeting for election working group which consists of Returning Officer and others has taken place. This action will be a continual action.	Senior Manager of Legal & Governance
NEW	Undertake a review of, and deliver on the Directorate's responsibilities under the UNCRC	Ensuring legal compliance	Ongoing	▶	The key action identified from the self assessment audit was the delivery of the Child Friendly Complaints process. Delivery of	Strategic Director – Partnership and Performance

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Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
					this is part of the Portfolio Business Plan for 2025/26 and is also linked to implementation of new Corporate Complaint procedure. The Portfolio will work with the UNCRC Working Group in the delivery of identified actions/reporting requirements.	
NEW	Conclude work on a review of the Council's policy and strategic landscape, identifying opportunities for rationalisation	As part of work on the Councils ecosystem for best value, and linked with improvement actions in the AGS and business planning process, mapping and alignment of the Councils strategic and policy landscape will be completed.	31-Mar-26	▶	Work continues to be taken forward to review and streamline the Councils policy and strategic landscape. This work is an agreed AGS and Best Value action and work is being taken forward through the SLF and TLF collaborating with services. A mapping exercise has been undertaken on Councils strategies and policies aligned with corporate risks and is currently being reviewed. This mapping includes timeframe for strategies and plans to be reviewed.	Senior Manager of Partnership and Transformation
NEW	Subject to the completion, roll out the Council's Complaint system which includes review of the Council's policies and procedures	This new system will implement an improved Complaints Recording system, ensure a consistent approach to handling complaints supported by clear policies and procedures which are accessible and clearly articulated.	31 Dec 25	▶	Testing on the new comments and complaints system has now completed and the system will go live shortly. Work is underway to complete a refresh on the Councils complaints policies, guidance and customer facing information.	Senior Manager of Legal & Governance Senior Manager of Partnership & Transformation
NEW	Deliver a new staff intranet in line with the Council's digital transformation aspirations	In line with the Councils digital transformation, a new employee intranet will be delivered replacing Connect. This will make use of the latest technology available, but the content will also be shaped by employees through engagement ensuring that staff have access to	31 March 26	▶	Work is ongoing on replacing the employee intranet (connect) with a modern replacement using MS Sharepoint functionality with oversight through the IT and Digital Programme Board. Good progress has been on designing the site pages and on creating content and engagement is ongoing with key services to seek feedback and make final amendments. A socialisation and comms plan will be developed to support roll out anticipated in early 2026.	Senior Manager of Partnership & Transformation

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Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
		the information to help them do their jobs and that key information is effectively communicated.				
NEW	Complete a programme to refresh ICT policies	Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance	Ongoing	▶	Work to complete a programme of ICT policies has been slower than anticipated due to available resource and capacity deployed onto key infrastructure and security projects. Consideration is being given to bringing in short term resource to refresh all outstanding policies. To date one policy has been completed and shared with the IT and Digital Programme Board.	Senior Manager of Partnership & Transformation
NEW	Deliver on the outputs of the Communications and Engagement strategy transformation programme.	Transform the Council's approach to internal and external engagement and participation (including but not exclusively the Be the Future programme) Develop a transformed capacity and approach re engagement and participation.	31-Mar-26	▶	The project is progressing on track, with various activities progressed in the reporting period as per the contract tender and agreed scope of work. This has included employee, elected member and stakeholder engagement and public consultation. A residents survey is currently live , with focus groups to follow. The output of these will be included in the strategy. A draft report with recommendations is on track to be shared in December.	Senior Manager Transformation and Capital Senior Manager of Partnership & Transformation
NEW	Implement the 25/26 Risk Strategy Delivery Plan	Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance	31 Mar 26	▶	Progress on the risk strategy delivery plan is reported separately to Audit and Scrutiny on a regular basis. Whilst there has been some slippage due to officer capacity and other workload pressures, significant focus remains on completing and finalising actions in the plan as early as is practicable. Oversight of implementation of the plan is through the Risk and Integrity Forum, with scrutiny provided through A&S Committee.	Senior Manager of Partnership & Transformation

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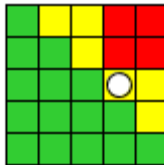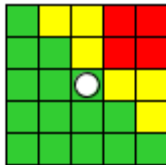| Code	ACTION	Impact	By When	Expected Outcome	Latest Note as at 30th September 2025	Lead
New	Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.	Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce Collaborating and Innovating Locally	31 Mar 30	▶	The Digital and Data transformation programme has agreed to a 5year roadmap Significant progress has been made in putting in place the foundational systems and skills needed to grow and enhance the programme. The Council has successfully brought together several digital tools (the Customer Service Hub, Automation technology, and the Data platform) to create a single, easy-to-use framework for delivering services. The roadmap is structured across short, medium, and long-term phases, allowing flexibility to adapt to rapid technological advancements, particularly in generative AI and automation	Senior Manager Transformation and Capital
New	Implement further M365 functionality including delivery of SharePoint and One Drive.	Improved Service Delivery Smarter Use of Data Investing in People and Infrastructure Empowered and Skilled Workforce	31 Mar 26	▶	The IT and Digital Programme Board and Be the Future Strategic Oversight Group provide overall governance and monitoring of ongoing M365 implementation. A small number of users remain to be migrated to M365 with plans in place to achieve migration in 2025. A project is underway to create/migrate shared mailboxes and implementation of sharepoint to replace the corporate employee intranet.	Senior Manager of Partnership & Transformation
New	Strengthening of the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements.	Collaboration, innovation and partnership working Improving outcomes for Clackmannanshire Improved service delivery	31 Mar 26	▶	Numerous discussions have taken place with the Community Planning Partnership and partners on arrangements for delivering the Wellbeing Local Outcomes Improvement Plan 2024/34. At the Alliance Board meeting in September a development workshop was agreed which is scheduled for November. This event for partners will be facilitated by Columba.	Senior Manager of Partnership & Transformation

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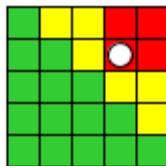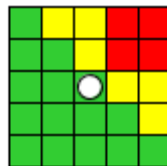# Business Plan Appendix - Service Risk Register

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	New 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, and a review of appropriate plans including our Major Emergencies Operational Plan (MEOPs). Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure. Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties.	**Internal Controls**		Business Continuity Plans MEOPs Incident coordination structures and systems Emergency Response Plans ICT Policies					

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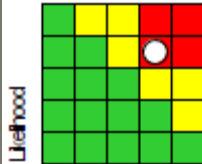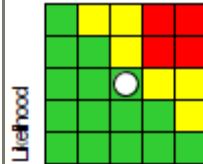|	New						
Latest Note	Concurrent risks from supply chain and labour issues, adverse weather, geopolitical events, cyber threats or major power outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans, 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. A review of relevant plans is also underway with partners, and a programme of testing and exercising is being taking forward through established structures. The RRP and LRP structures continue to provide the systems by which coordination of response and recovery to an incident is managed. A refreshed programme of resilience training is underway or scheduled including on business continuity management and incident management.						

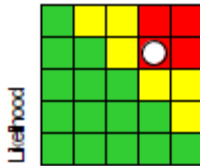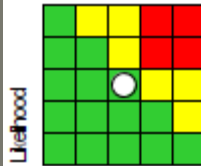| **ID & Title**	P&P SRR 003	Ineffective community engagement		**Status**	⚠	**Managed By**	Senior Manager Partnership & Transformation	**Current Rating**	12	**Target Rating**	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our 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					
						Community Learning & Development Strategy					
	New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.				Mainstreaming Equality & Diversity and EQIA Process					
	New	Deliver on the outputs of the Communications and Engagement strategy transformation programme.				Customer Charter					
	New	Subject to the completion, roll out the Council's Complaint system which includes review of the Council's policies and procedures				Community Asset Transfer Guidance					
		Strengthening of the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan,				Unacceptable Behaviour Policy					

	adopting a focus on continuous improvement, performance and partnership working arrangements.				
	Undertake a refresh of the Council's Digital Strategy		Complaints Handling Policy		
	Undertake a review of, and deliver on the Directorate's responsibilities under the UNCRC		Customer Contact Policy		
			Local Outcomes Improvement Plan 2024/34		
			Communications Engagement and Participation Strategy		
			Communications Strategy		
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 and policies with guidance and support is key to mitigating risks. The communication and engagement transformation project will provide a renewed focus to ensure that the Council communicates and engages effectively with residents and communities, particularly in support of the Councils Be the Future programme and new services delivered through the digital transformation programme. This is particularly important where barriers to good communication exist, so work will be taken forward to ensure that the Council is compliant with the Equality Act 2010 and the United Nations Convention on the rights of the child. A revised approach to complaints handling will ensure that communication and engagement with customers can be resolved as quickly as possible.				

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				**Internal Controls**	Staff Survey					
	P&P 20 010	Undertake Staff Survey			Strategic Workforce Plan					
	New	Deliver a new staff intranet in line with the Council's digital transformation aspirations								
	New	Deliver on the outputs of the Communications and Engagement strategy transformation programme.			Communication and Engagement Strategy and internal communications approaches.					
Latest Note	Recent experience has shown a decline in engagement with the Council's staff survey, which suggests that survey fatigue may be impacting on our engagement levels. As agreed by A&S Committee, a year pause on the annual survey has been agreed whilst alternative staff engagement methods are scoped. The revised communications strategy and transformation project will also provide a renewed focus on improving internal communications approaches and channels.									

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ID & Title	P&P SRR 006	Labour Shortages lead to Governance Failure	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	New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.	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						
				Whistleblowing Policy						
	New	Review, streamline and integrate Performance Management and Best Value approaches and delivery models.								
	New									
	P&P 21 007	Procurement Strategy Review								
	P&P 21 014	Financial Regulations Review								
	New	Continue to deliver a focused programme of SLF and TLF sessions								
	New	Complete Annual Governance Statement actions								

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	New	Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy					
	New	Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee					
	New	Develop a timetable for review of all key governance documents which form part of our Local Code of Governance					
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 to mitigate where possible risks of non compliance. We have developed a workforce plan to identify and address a number of key areas of concern and a number of actions are focussed on improving compliance with governance within the Directorate and across the Council.						

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 2026/2027	**Internal Controls**		Budget Strategy & Monitoring					
	P&P 21 015	Contract Standing Orders Review			Financial Regulations					
					Medium Term Financial Strategy					
		Achieve savings for 2025/2026 Regular Updates on Medium Term Financial Strategy			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.									

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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	New	Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.	Internal Controls		Digital Strategy					
	New	Undertake a refresh of the Council's Digital Strategy			ICT Policies					
	New	Complete a programme to refresh ICT policies			Be the Future (and programme governance)					
	New	Further roll out of M365 functionality including Sharepoint								
Latest Note	The Council continues to make significant investment in digital infrastructure, including in M365 digital and decommissioning or aged systems. This work will continue at pace over the next 3 to 5 years to meet citizen demand and to sufficiently realise benefits. A number of actions provide a renewed focus on optimising the potential from M365 and other new systems within the digital transformation programme. A focus on ensure that technology and systems are robust and secure remains relevant against a context of rapid changes in technology and use of artificial intelligence.									

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