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**Report to: Partnerships and Performance Committee**

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**Date of Meeting: 30 May 2019**

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**Subject: Partnership and Performance 2018/19 Year End Report**

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

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### **1.0 Purpose**

- 1.1. The purpose of this report is to present to committee the year end performance report for 2018/19 relating the Interim Business Plan which was considered by Committee in November 2018.

### **2.0 Recommendations**

- 2.1. It is recommended that committee note, challenge and comment on the report as appropriate.

### **3.0 Considerations**

- 3.1. Partnership & Performance is in a process of transition. The Strategic Director took up post in late August 2018, which necessitated a degree of pragmatism with respect to planning and reporting arrangements. The interim business plan for 2018/19, agreed by Committee in November 2018, therefore provides a direction of travel on the key priorities for the Directorate during a time when the Council is moving to a new organisational redesign and new working models.
- 3.2. Given that organisational redesign is ongoing, the broad functions of Partnerships and Performance reflect historical functions old the previous Resources and Governance, Strategy & Customer Services and part of the Housing and Community Safety Service. In broad terms, the Interim Business Plan reflects the following functions: Accountancy; Business Support; Leisure, Libraries and Customer Services; HR Services; Internal Audit and Fraud; ICT; Legal and Democratic Services, Strategy and Performance and Revenues.
- 3.3. Appendix 1 provides a summary of progress against agreed actions, performance indicators and risks in the Interim Business Plan. Despite ongoing transition, Partnership & Performance, by and large, has managed a substantial workload, some aspects of which include:

- Overseeing the Council's budget process, which led to the setting of a balanced budget on 6 March 2019;
- Overseeing the production of the Council's annual accounts which were signed off by our external auditors in September 2018;
- Supporting a snap by-election for the Clackmannanshire Central Ward that took place on 28 March 2019;
- Facilitating the development of a new corporate plan, *Be The Future*, and corporate values for the Council, which was approved by Council in December 2019;
- The establishment of the Council's Transformation Programme, with a new Transformation Manager, supported by the Improvement Service, taking up post at the start of April 2019;
- Facilitating the development of a Digital Transformation Strategy, which was approved by Council on 18 April 2019;
- Facilitating the development, engagement and publication on a number of key corporate and partnership strategies and plan including a Procurement Strategy; Community Justice Outcomes Improvement Plan 2018/22 and Sport and Active Living Framework 2018/28.
- Development and publication of statutory annual reviews as part of the Councils Public Performance Reporting Framework including the Local Outcome Improvement Plan Annual Report; Children's Services Plan Annual Report; LGBF Benchmarking Report; Risk Reports; Mainstreaming Equalities and Diversity Update Report and Climate Change Duties.
- Facilitating preparations under emergency planning, resilience and response around EU Withdrawal planning assumptions and risks.
- Supporting the provost with a programme of Civic Events throughout the year including Armed Forces Day; Citizen and Young Citizen of the Year and flag raising ceremonies. The Provost also attended Remembrance Day and hosted a visit from the Japanese Consul.
- Facilitating an Employee Survey in October 2018 and relaunching Clacks Academy in November 2018.
- A number of HR and health and safety policies were reviewed and updated to bring them better in line with good practice.
- Successful opening of an community access point integrated with Alva Primary School, which as been well received by the school and the wider community.
- Facilitating and supporting a number of community access transfers and community consultations.

- 3.4. There are a number of areas where progress has now been as planned. This includes: the development of a new communications strategy to support the corporate plan, visions and values; a revised scheme of delegation, a revised GDPR plan; workforce plan and, a capital investment strategy. Further to this, we are aware of significant further organisational development required in areas such as health and safety, sickness absence, financial and other corporate governance. Whilst these aspects of work have not completed in year or reached expected performance levels, we are able to demonstrate continuous improvement in many of these areas. Any aspects that have not completed in-year will be carried forward into our 2019/20 business plan.
- 3.5. Further to the above, the directorate has managed attendance at levels favourable to most areas of the Council, delivered over 90% of savings agreed in the 2018/19 budget and managed a substantial year end underspend, making a good contribution to the corporate challenge in these areas.

### **Conclusion**

- 3.6. Partnership & Performance is in a period of significant transition. Despite this, the year end progress report indicates that it has delivered a substantial number of outputs, which will impact positively on the Council's agreed outcomes. There are some areas where progress has been slower than planned, however, these will be carried forward to the 2019/20 business plan.

### **4.0 Sustainability Implications**

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

### **5.0 Resource Implications**

- 5.1 No financial or staffing implications arise from the report.

### **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	X
Our families; children and young people will have the best possible start in life	X
Women and girls will be confident and aspirational, and achieve their full potential	X

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

X

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

**8.0 Equalities Impact**

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

Yes  No X 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 1 - Partnerships and Performance Year End Report 2018/19

**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 X

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Strategy and Performance Manager	2365

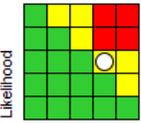
**Approved by**

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	

## Partnership & Performance

### Business Plan 2018-19 Annual Report

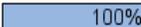
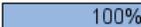
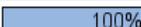
#### Key to symbols used in this report

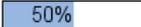
PIs		ACTIONS		RISKS				
Long Trend (Overall trend over longer term)		Status (Compares actual performance with target)		Status				
	Performance has improved		Alert		Completed			Rating 16 and above
	Performance has remained the same		Warning		In progress/Not started			Rating 10 to 15
	Performance has declined		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			

## ACTIONS

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 001	Support the Provost to plan & deliver a sustainable programme of civic events in 2018/19 within approved budget	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		A number of civic events were held last year including Armed Forces Day, Clackmannanshire Awards (Citizen and Young Citizen of the Year), flag raising ceremonies. The Provost also attended Remembrance Day which is organised by RBLs and hosted a number of events including Christmas Carols concert in the atrium and visit from the Japanese Consul.	Alison Bryce
P&P 18 002	Support consultations on major priorities: - Corporate Plan 2018/2022 - Budget	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Major consultations were carried out in 2018/19 on the Councils Corporate Plan 2018-2022 - Be The Future; and the Councils 2019/20 budget engagement.	Cherie Jarvie
P&P 18 003	Implement Community Justice partnership plan	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The service continues to support the co-ordination of the Community Justice Partnership and the implementation of the Community Justice Outcomes Improvement Plan 2018/23. Key achievements in 2018/19 include the Community Justice Ambassador Programme; Youth Justice Conference held with senior phase pupils at Lornshill Academy; the Resilience in the face of Adversity conference for stakeholders in Clackmannanshire and the ongoing work with partners on trauma informed approaches and practice. The partnership has recently completed a self validation exercise with the Care Commission through a national pilot. The exercise has been positive and has informed the partnerships continued improvement for 2019/20.	Cherie Jarvie
P&P 18 004	Develop new Corporate Communications Strategy to support transitional priorities	31-Mar-2019	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 80%;"></div></div> 80%		This action will be carried forward to the 2019/20 Business Plan. The service intends to develop a corporate communications strategy which will support the Councils Corporate Plan 2018/22, however there has been some slippage with the corporate plan being approved in December 2018. We do, however, have a communications forward plan which is updated and agreed by all services and considered by SLG on a monthly basis. This plan provides the programme of planned communications activities for Clackmannanshire Council.	Cherie Jarvie
P&P 18 005	Publish a new Corporate Plan.	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		A new Corporate Plan was approved by Council in December 2018.	Stuart Crickmar

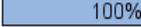
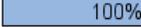
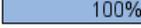
Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 006	Report annual reviews as part of corporate Public Performance Reporting Framework.	28-Feb-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Partnership and corporate reviews reported for Local Outcomes Improvement Plan, Benchmarking, Risk, Audit, Equalities, Childrens Services Plan and Climate Change Duties. PPR web pages aligned to new corporate structure and updated quarterly with links to all key plans and performance reports at a service, corporate and partnership level.	Cherie Jarvie
P&P 18 007	Implement an annual corporate self-assessment process and explore options for validation of assessment	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Corporate self-assessment and the corporate governance approach have been merged and are being taken forward within the governance assurance process. The outcome of this will be reported to Council in June as the Annual Governance Statement, within the Annual Accounts.	Cherie Jarvie
P&P 18 008	Review and update major corporate and community planning strategies in line with legislation and agreed review periods	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The service has contributed to the development of the Council's Corporate Plan 2018-2022; Community Justice Outcomes Improvement Plan 2018/2023, Sport and Active Living Framework 2018/2028, Equally Safe Delivery Plan 2019/20 and Local Child Poverty Action Report (LCPAR).	Cherie Jarvie
P&P 18 009	Support the preparation and publishing of annual reports on corporate and community planning strategies in line with legislation.	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		All annual reports have been completed and published in line with related national legislation and guidance. See update on completion of annual reviews.	Cherie Jarvie
P&P 18 010	Develop and prepare approaches to meet the Child Poverty (Scotland) Act requirements including the preparation of an annual report.	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The service along side our partners are developing the Council's Local Child Poverty Action Report (LCPAR) which is due to be published by the end of June. With partners we have undertaken a mapping exercise of key activities and services which contribute to tackling child poverty and the delivery of Scotland's strategy Every Child Every Chance 2018/2022. A gap analysis has also been completed to identify areas for improvement and focus of partnership efforts to tackle poverty over the coming years. Tackling child poverty is a strategic outcome in the Local Outcome Improvement Plan 2017/27 and a key priority in the Councils Corporate Plan 2018/22.	Cherie Jarvie
P&P 18 011	Implement actions from Corporate Gaelic Language Plan 2015-2020	31-Mar-2019	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 75%;"></div></div> 75%		The majority of corporate actions have now been completed, however some work is required to refresh the Gaelic Language Delivery Plan around Gaelic language acquisition in schools and in communities. The plan will require to be revised in 2019/20 and brought to committee in due course.	Cherie Jarvie

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 012	Ensure that Community Planning structures and governance are fit for purpose and compliant with legislation and enable delivery of key partnership strategies.	31-Mar-2019	 100%		The Clackmannanshire Alliance approved new governance arrangements and partnership structure in December 2018. The purpose of the review was to streamline decision making and align partnership structures more effectively around the agreed LOIP Priorities. As part of that work the Alliance Memorandum of Understanding has been revised.	Cherie Jarvie
P&P 18 013	Provide, and prepare for, emergency planning resilience and response for major incidents.	31-Mar-2019	 100%		A significant element of emergency planning resilience and response in 2018/19 has been in planning around the EU withdrawal planning assumptions and risks. The service was also involved in the 'beast from the East' weather incident in 2018 and provided support on business continuity during the incident and debrief and learning post incident. Statutory plans including COMAH, Business Continuity plans and Corporate Generic Emergency Plans are all in place. Partnership working is ongoing at Local, Regional and national levels as well as with communities to develop local resilience.	Cherie Jarvie
P&P 18 014	Implement agreed Mainstream Report for Equalities Outcome actions	31-Mar-2019	 100%		The 2-year Mainstreaming Equality and Diversity progress report was approved by Council on 18th April. Key achievements in 2018/19 included the development of the British Sign Language Plan for Clackmannanshire and roll out of Equality and Diversity elearning for all Council employees.	Cherie Jarvie
P&P 18 015	Develop a business case to explore the costs and benefits of potential Council/Police Scotland Integration at Kilncraigs	31-Mar-2019	 100%		The business case continues to be developed and will now be considered by Clackmannanshire Council and SPA Board in autumn 2019. A briefing paper will be considered by P&P committee in May 2019 to provide an update on progress, key considerations and next steps.	Stuart Crickmar
P&P 18 016	Ensure deployment of the corporate CONTEST delivery plan	31-Mar-2019	 100%		The CONTEST delivery plan for 2018/19 has been delivered. The service continues to be involved at the regional Prevent SPOC leads meeting and the Forth Valley Contest Board alongside our partners. The service has represented the Council at a number of awareness raising and training events over the reporting year. Completion of the National Prevent Performance Questionnaire was carried out in February 2019. Prevent elearning training and WRAP training continues to be delivered and completion rates monitored.	Cherie Jarvie
P&P 18 017	Ensure deployment of the corporate Serious Organised Crime delivery plan	31-Mar-2019	 100%		Ongoing strengthening of various processes, including the Corporate Risk and Integrity Forum, so senior managers now receive quarterly SOC updates. Positive feedback from Police Scotland awareness session (32 attendees). In depth regional course for managers and staff being held in May.	Stuart Crickmar

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 018	Establish the Council's Transformation Programme	31-Mar-2019	 100%		Council's transformation programme was approved at Council in March 2019. The Councils Transformation Manager took up post in April 2019.	Stuart Crickmar
P&P 18 019	Ensure robust deployment of approved Leisure price increases as agreed by Council so that principles of full cost recovery and transparency of any subsidies are upheld	31-Mar-2019	 100%		Leisure prices have increased to ensure full cost recovery is achieved. Service Manager is also working with colleagues to create a dynamic pricing strategy which will be presented to Council for approval.	Brian Forbes
P&P 18 020	Develop a strategic position statement for Sport and Active Living in partnership with Education Services	31-Mar-2019	 50%		Work is ongoing with partners to develop a strategic statement for Sport and Active Living in partnership with Education. The Councils Sport and Active Living Framework 2018/28 was approved last year.	Brian Forbes
P&P 18 021	Complete re-provisioning of Community Access Points In line with Council Budget (relocate Alva CAP to Alva Primary School; Sauchie CAP to Sauchie Hall).	31-Mar-2019	 50%		Alva Community Access Point move into Alva Primary School was successfully completed in December 18. Close partnership have now already developed between Customer Services and our education partners. Sauchie CAP is earmarked to move into Sauchie Hall by August 19. Works will begin on this project from 1st June 19 with the view to the project being complete and the new services opening up to the public in August 19	Brian Forbes
P&P 18 022	Revise corporate digital strategy and transformation programme	31-Mar-2019	 100%		The Council's Digital Strategy 2019-25 was approved by Council on 18th April 2019. This is a key enabler of the Council's corporate plan, Be the Future, setting the vision, principles and strategic direction.	John Munro
P&P 18 023	Continue to develop mechanisms for information management and records management	31-Mar-2019	 50%		Information Governance group established with remit to implement the Councils approved records management policy. Programme of work ongoing to deliver the published Records Management Plan, as per Public Records Scotland Act.	John Munro
P&P 18 024	Consider options for public facing booking and payment systems	31-Mar-2019	 100%		Reviewed other LA's and reviewed options from Crown Commercial Services Digital Market Place, appointing GOSS Ltd.	John Munro
P&P 18 025	Develop Citizen Portal to replace current Council website to ensure integration with back office systems and generate efficiencies	31-Mar-2019	 50%		Reviewed other LA's and reviewed options from Crown Commercial Services Digital Market Place, appointing GOSS Ltd. Key functions for book and pay in place, integrating with payment engine and finance system. Prototype Citizen Portal in place and being tested.	John Munro
P&P 18 026	Enable digitisation and automation of processes in planning, building standards and licensing.	31-Mar-2019	 95%		Base application has been moved to the suppliers hosted environment, enabling an on line portal for the general public to check planning, building standards and licencing enquiries. Work has been scheduled for mobile enablement of planning & building standards to be complete by the summer.	John Munro

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 027	Put in place and implement programme of ICT infrastructure	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Programme in place including fibre upgrade to networking connectivity to key sites.	John Munro
P&P 18 028	Put in place and implement mechanisms and processes for cyber security for Council ICT systems.	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Cyber Essentials certification achieved and plans progress for Cyber Essential Plus (expected replacement for PSN). Security checking by PSN accredited services is now incorporated into business as usual where outputs from the audit generate service desk tasks and annual compliance checks assure a high level of standards are maintained.	John Munro
P&P 18 029	Continue to review all HR policies and procedures on a rolling basis to ensure they are fit for purpose and sustainable.	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		HR Policies have continued to be reviewed through financial year 19/20. These included, Temporary and Fixed Term Workers, Occupational Health. Adverse Conditions, Student Placement, Taking on Volunteers, Job Evaluation, Domestic Abuse, Alcohol and Drugs, References, Smoking, carers and special leave. A revised plan will be developed for 19/20.	Chris Alliston
P&P 18 030	Roll out the PRD function in the iTrent system	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The Corporate PRD functionality has been developed and tested in iTrent. On agreement with Strategic Director (P&P) roll out will be in June 2019 to align with the publication of finalised Business Plans. ERD, the education review process, has been rolled out.	Chris Alliston
P&P 18 031	Deliver and promote Clacks Academy for all Council employees to support corporate priorities	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Clacks Academy was relaunched in November 2018 and is refreshed each year with updated training calendar and course content.	Chris Alliston
P&P 18 032	Put in place robust approaches to support Health and Safety compliance and identified improvements	31-Mar-2019	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%		H&S continues to be a corporate priority. A number of policies have been developed/updated and systems put in place to ensure robust approaches to support Health and Safety compliance. It is recognised that further work requires to be done to bring about the desired corporate culture for H&S. Ongoing work is in place in terms of asbestos management and we have engaged positively with the HSE on this and other matters.	Chris Alliston
P&P 18 033	Develop a corporate policy for managing over and underpayments	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Following IA recommendation policy on over and underpayments was developed and approved in 18/19.	Chris Alliston
P&P 18 034	Engage with NHS and Stirling Council to develop and improve management information reporting to Health and Social Care Partnership	31-Mar-2019	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%		Work is ongoing with HSCP partners on matters related to H&S. Collaborative work has resulted in H&S policy statement. This will be a continue area of development and engagement.	Chris Alliston

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 035	Undertake Employee Survey	31-Oct-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The Staff Survey was undertaken during October 2018 and outputs tabled at Council in January (Employee Voice). Outputs will form part of the Councils Work Force Plan.	Chris Alliston
P&P 18 036	Deliver the Internal Audit and Fraud plan as agreed with the R&A committee and undertake ad hoc investigations into alleged serious breaches of the Council's policies.	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Internal Audit Plan delivered in full.	Gordon O'Connor
P&P 18 037	Re-drafting of Standing Orders and the Scheme of Delegation	31-Mar-2019	<div style="width: 5%;"><div style="background-color: #4f81bd; height: 10px; width: 5%;"></div></div> 5%		This will progress once the final management structure has been agreed. Some work has been carried out reviewing other councils' governance documents	Lindsay Thomson
P&P 18 038	Provide Legal support to the implementation of the capital asset strategy and the development and delivery of the community asset transfer process	31-Mar-2019	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px; width: 20%;"></div></div> 20%		Paper prepared for Council on the decision making structure for community empowerment applications. First application has been received.	Lindsay Thomson
P&P 18 039	Prepare revised direction for the HSCP	31-Mar-2019	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px; width: 0%;"></div></div> 0%		Awaiting Scottish Government guidance on directions - expected in the autumn	Lindsay Thomson
P&P 18 040	Prepare and implement the GDPR plan	31-Mar-2019	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%		Project plan reviewed following internal audit findings. Implementation actions across Information Management Group	Lindsay Thomson
P&P 18 041	Work with partners to establish the governance framework for CRD	31-Mar-2019	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 80%;"></div></div> 80%		Joint Committee established, standing orders agreed. Clacks Commission established and Council agreement for Joint Commission. Joint work continuing to complete Governance Framework document for SG	Lindsay Thomson
P&P 18 042	Complete the review of polling places	31-Mar-2019	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 75%;"></div></div> 75%		Final proposals to be presented to Council after recess following 2 stage consultation process	Lindsay Thomson
P&P 18 043	Deliver a revised Statement of Licensing Policy	11-Dec-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Approved by Licensing Board and published on website	Lindsay Thomson

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 044	Develop a corporate procurement strategy to align with the introduction of new procurement legislation	31-Mar-2019	 100%		The Corporate Procurement Strategy was approved at Partnership and Performance Committee in January 2019 and thereafter Council in February 2019.	Lindsay Sim
P&P 18 045	Implement the corporate budget strategy and budget setting timeline as agreed by Council.	31-Mar-2019	 100%		The Councils budget was approved at Special Council on the 6th March 2019.	Lindsay Sim
P&P 18 046	Implement the capital investment strategy	31-Mar-2019	 5%		The Capital Investment Strategy will be developed during 2019 in line with a comprehensive review of the Councils strategic investment priorities.	Lindsay Sim
P&P 18 047	Ensure that Partnership and Performance operates to very highest standards of Governance	31-Mar-2019	 100%		The Service continues to review service information and records management in line with GDPR/Data Protection legislation. Mandatory training undertaken by staff relating to these areas. Health and Safety Policies deployed and adhered to, risk assessments undertaken and reviewed on a regular basis.	All managers
P&P 18 048	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	31-Mar-2019	 100%		Training needs and requirements were highlighted through PRD process. Bids were submitted through the corporate process and the majority of training has now been completed.	All managers
P&P 18 049	Sample assess 10% PRDs to ensure all are done and high standards are maintained	31-Mar-2019	 100%		All PRDs completed by the service. The majority of service areas sample for quality.	All managers
P&P 18 050	Ensure full deployment of H&S policy and procedures	31-Mar-2019	 100%		H&S policies are cascaded to staff and signed off thereafter.	All managers
P&P 18 051	Ensure full deployment of HR service policies and procedures including mandatory learning and development requirements.	31-Mar-2019	 100%		Cascades on new policies are carried out at regular meetings and sign off completed where appropriate. Mandatory learning is discussed regularly and uptake monitored.	All managers
P&P 18 052	Implement budget savings agreed in 2018/19 budget.	31-Mar-2019	 100%		All identified savings achieved/compensatory savings delivered.	All managers
P&P 18 053	Ensure compliance with GDPR/DP	31-Mar-2019	 100%		All staff have completed the mandatory training module on Clacks Academy for Data Protection and GDPR.	All managers

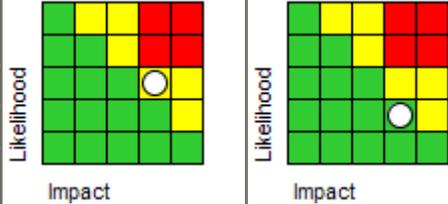
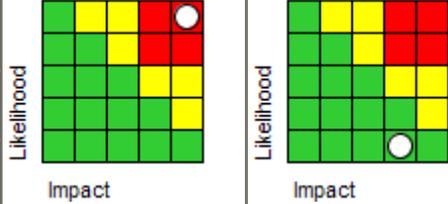
## PERFORMANCE MEASURES

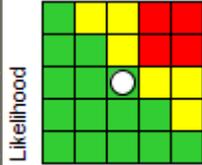
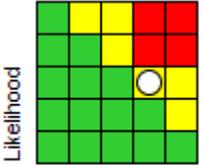
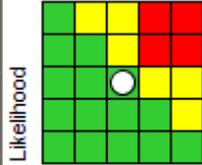
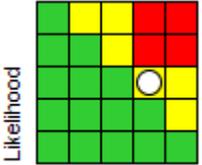
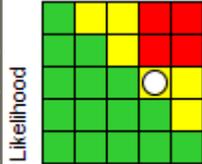
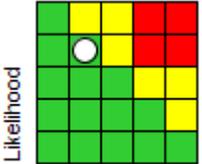
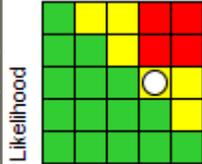
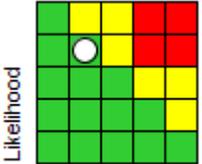
Code	Description	2016/17	2017/18	2018/19				2018/19	Lead	
		Value	Value	Value	Target	Status	Long Trend	Note		
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£6.05	£2.90						This is an LGBF indicator. The most recent data available is for 2017-18.	Murray Sharp
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	95.9%	96.1%	95.9%	96.0%				This is marginally down on same position last year (96.14%), outline reasons will be explored for the annual review of debtors due at Council on 27th June.	Murray Sharp
P&P FOI GOV	% FOI enquiries responded to within timescale - Partnership & Performance	93.3%		92.2%	100.0%				92% of FOI enquiries dealt within timescale. 19 enquiries outwith timescale - the majority due to extensive investigation. The Service continues to monitor the performance relating to timescales and will look to improve this further.	Alison Bryce
PRP AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)			9.2	11.0				This is a new indicator. Performance is in line with target. It is also favourable compared to most other areas of the Council. Analysis illustrates that long term absences are increasingly impacting on performance. In line with wider corporate initiatives, attendance management remains a high priority for management supervision and scrutiny. This is being intensified in an attempt to bring performance levels within more reasonable tolerances.	All managers
GOV AUD 001	Percentage of Internal Audit plan completed		100%	100%	100%				Internal Audit Plan delivered in full.	Gordon O'Connor
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	16.6%	14.0%						This is an LGBF indicator. The most recent data available is for 2017-18.	Derek Barr
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.015%	0.400%	0.500%	0.015%				There were two major incidents in year which impacted upon availability of email and telephone systems. Remediation and Improvement plans have been put in place to address the issues identified. Outwith these specific incidents system availability has remained at a high level.	John Allan; John Munro

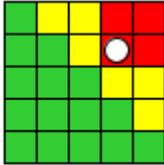
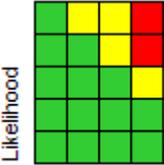
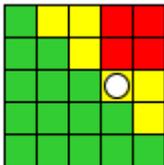
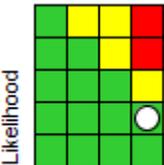
Code	Description	2016/17	2017/18	2018/19				2018/19	Lead
		Value	Value	Value	Target	Status	Long Trend	Note	
RAG CRD 003	Invoice Payment Within 30 Days	81.1%	89.8%		88.0%		?	This is an LGBF indicator. The most recent data available is for 2017-18.	Ashley MacGregor; Lindsay Sim
RAG FIN 001	The cost of support services (definition as per Local Financial Return) as a percentage of gross general fund expenditure	7.1%	6.9%		4.5%		?	This is an LGBF indicator. The most recent data available is for 2017-18.	
CUS CAP 001	Satisfaction with overall experience of Community Access Points	99.1%	98.8%	96.4%	99.0%	✓	↓	High levels of customer satisfaction were still maintained throughout the year, given that three service locations closed to the public and Alva CAP moved locations into Alva Primary School.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	96.7%	96.4%	95.1%	99.0%	✓	↓	High levels of satisfaction achieved, despite increased call waiting times due to reduction in staff numbers.	Brian Forbes
CUS LEI 007	Number of attendances at sports facilities (dry sports facilities & swimming pools)	538,695	490,846	557,046	490,000	✓	↑	Very positive performance, with a 13.5% increase in visits to dry sports facilities & swimming pools.	Brian Forbes
CUS LEI 008	Cost per attendance at sports facilities (dry sports facilities & swimming pools)	£1.70	£1.00		£2.71		?	This is an LGBF indicator. The most recent data available is for 2017-18.	Brian Forbes
CUS LEI 01c	Number of visits to Dry Sports Facilities	432,481	389,413	456,833	390,000	✓	↑	Very positive performance, with a 17% increase in visits to Dry Sports Facilities.	Brian Forbes
CUS LIB 009	Cost per visit to libraries	£1.28	£0.93		£2.08		?	This is an LGBF indicator. The most recent data available is for 2017-18.	Brian Forbes
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	97.1%	100.0%	100.0%	100.0%	✓	↑	High levels of customer satisfaction maintained.	Brian Forbes
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	54.6%	55.4%		50.8%		?	This is an LGBF indicator. The most recent data available is for 2017-18.	Rose Hetman; Cherie Jarvie
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	3.5%	1.6%		0.0%		?	This is an LGBF indicator. The most recent data available is for 2017-18.	Rose Hetman; Cherie Jarvie

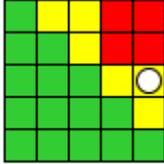
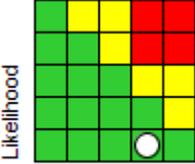
Code	Description	2016/17	2017/18	2018/19				2018/19	Lead
		Value	Value	Value	Target	Status	Long Trend	Note	
SCS C03 CUS	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld	56.25%	84.62%	23.08%	50%			We have seen positive trends in the % of complaints upheld or partially upheld. The service will take forward work in 19/20 to improve recording and reporting of complaints data.	Brian Forbes
SCS C10 CUS	Percentage of formal complaints closed within timescale during period - Strategy & Customer Services	93.75%	100%	61.54%	100%			Performance has fallen and the target has not been achieved. The service will take forward work in 19/20 to improve recording and reporting of complaints data.	Brian Forbes
SCS CNQ BUS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale	50.0%	80.0%	76.7%	100.0%			Seven enquiries were dealt with outwith the response date. Four enquiries related to Community Asset Transfer issues which required consultation with Legal Services and relevant Trusts. The Service continues to monitor enquiries with a 17% increase on enquiries received from the previous year.	Alison Bryce
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale	100.0%	60.0%	72.4%	100.0%			8 enquiries were dealt outwith the response period. Four of these enquiries related to Community Asset Transfer which involved consultation with the Trusts and Legal Services. The Service continue to monitor response periods, however it is worth noting the Service received 29 enquiries in this period compared with 5 in the same period last year.	Alison Bryce

## Service Risk Register 2018-19

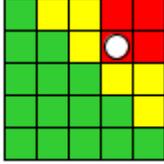
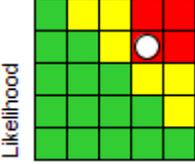
<b>ID &amp; Title</b>	COU CRR 009	Information is not protected due to lack of compliance with information sharing, data protection, records management or IT principles/protocols (Confidentiality, Integrity & Availability), or poor management of information leads to inefficiency (duplication across multiple systems) and decisions based on poor quality/inaccurate business intelligence.	<b>Status</b>		<b>Managed By</b>	Stuart Crickmar	<b>Current Rating</b>	12	<b>Target Rating</b>	8
<b>Potential Effect</b>	Legal/reputational/financial implications from breaches, inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or uninformed decision-making if information not available/used.									
<b>Related Actions</b>	COU GDP 000	GDPR Implementation Project Plan	<b>Internal Controls</b>	Information Sharing Protocols			Likelihood	Impact	Likelihood	Impact
	CRR P&P IT1	Develop & deliver the Council's Digital Transformation Strategy		GDPR Guidance & Training						
	EXA BVA 1A4	Develop a programme of digitisation to support redesign and service change		Records Management Working Group						
<b>Latest Note</b>	Ongoing work and education around technical and operational controls. CyberEssentials achieved. Focus on Clacks Academy mandatory training. Ongoing consolidation of systems. Council reorganisation brings negative impacts to management of information. Terms of Reference for Information Governance Group approved by ESLG. Digital Strategy going to Council 18th April.									
<b>ID &amp; Title</b>	COU CRR 012	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.	<b>Status</b>		<b>Managed By</b>	Nikki Bridle	<b>Current Rating</b>	25	<b>Target Rating</b>	4
<b>Potential Effect</b>	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.									
<b>Related Actions</b>	CRR P&P HR1	Health & Safety action plan, based on recommendations from Gallagher Bassett	<b>Internal Controls</b>	Health & Safety Management System			Likelihood	Impact	Likelihood	Impact
	CRR P&P LD1	Governance improvement actions across all services		Health & Safety Handbook for Managers						
<b>Latest Note</b>	While work is progressing, there are still significant gaps between policies/procedures and accepted practice in some areas of the Council. Communication and culture are key, and recent Health & Safety Executive advice will be incorporated.									

<b>ID &amp; Title</b>	COU CRR 022	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.	<b>Status</b>	✓	<b>Managed By</b>	Nikki Bridle	<b>Current Rating</b>	9	<b>Target Rating</b>	12
<b>Potential Effect</b>	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.									
<b>Related Actions</b>			<b>Internal Controls</b>	Business Continuity Plans Pandemic Flu Plan Major Incident Procedures			Likelihood		Likelihood	
<b>Latest Note</b>	Scottish government focussing on pandemic flu, with significant training programme planned this year through the NHS.									
<b>ID &amp; Title</b>	COU CRR 023	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.	<b>Status</b>	⚠	<b>Managed By</b>	Nikki Bridle	<b>Current Rating</b>	12	<b>Target Rating</b>	8
<b>Potential Effect</b>	Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.									
<b>Related Actions</b>			<b>Internal Controls</b>	Business Continuity Plans Trade Union Communications Protocol Forth Valley Local Resilience Partnership			Likelihood		Likelihood	
<b>Latest Note</b>	Impact of potential strike action has been mitigated through agreement of national awards however locally potential for disengagement, low morale reduced productivity remain a risk which in turn has potential for increased turnover and impact on service delivery.									

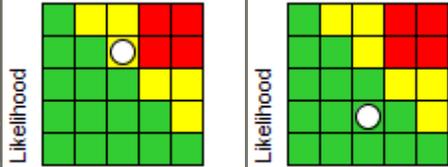
<b>ID &amp; Title</b>	COU CRR 033	A significant failure of compliance with statutory duties due to a lack of awareness or understanding of corporate policies or codes of conduct, or through non-adherence, including through management or elected member override of controls.	<b>Status</b>		<b>Managed By</b>	Stuart Crickmar	<b>Current Rating</b>	16	<b>Target Rating</b>	5
<b>Potential Effect</b>	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.									
<b>Related Actions</b>	COU EXA 178	Audit of 2017/18 Accounts by Audit Scotland	<b>Internal Controls</b>	Scheme of Delegation			Likelihood	Impact		
	COU IAF	Annual Internal Audit & Fraud Programme		Governance & Audit Processes						
	CRR P&P LD1	Governance improvement actions across all services		Committee Structures & Remits						
<b>Latest Note</b>	New committee structure are in place; A new Corporate Plan: Be the Future has been developed and approved. The Councils organisational redesign has been approved and is anticipated will be implemented in 2019.									
<b>ID &amp; Title</b>	COU CRR 037	Public bodies fail to address the issues around serious organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking, due to a lack of preventative processes or information sharing.	<b>Status</b>		<b>Managed By</b>	Stuart Crickmar	<b>Current Rating</b>	12	<b>Target Rating</b>	8
<b>Potential Effect</b>	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.									
<b>Related Actions</b>	COU SOC	Serious Organised Crime action plan, based on Police Scotland self-assessment	<b>Internal Controls</b>	Serious Organised Crime Delivery Plan			Likelihood	Impact		
	CRR P&P SP1	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy		Let Scotland Flourish Strategy						
	CRR P&P SP2	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		National Fraud Initiative						
<b>Latest Note</b>	Self-assessment completed with Police Scotland and Internal Audit and actions identified. Audit report completed in 2018 with substantial assurance reported. IT/Web security enhanced, staff training provided & CONNECT information on general, cyber personal & building security. Progress monitored by Corporate Risk & Integrity Forum.									

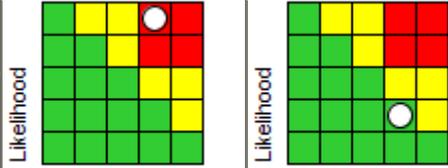
<b>ID &amp; Title</b>	COU CRR 038	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.	<b>Status</b>		<b>Managed By</b>	Stuart Crickmar	<b>Current Rating</b>	15	<b>Target Rating</b>	4
<b>Potential Effect</b>	Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.									
<b>Related Actions</b>	CRR P&P SP2	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	<b>Internal Controls</b>	Forth Valley Local Resilience Partnership						
				CONTEST Delivery Plan & Working Groups						
				WRAP Training (High Priority Staff)						
<b>Latest Note</b>	Continue to implement CONTEST delivery plan through work with our partners. Internal audit was completed in 2018 with substantial assurance provided.									

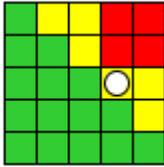
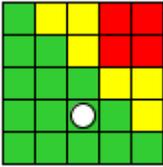
  

<b>ID &amp; Title</b>	COU CRR 040	Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.	<b>Status</b>		<b>Managed By</b>	Stuart Crickmar	<b>Current Rating</b>	16	<b>Target Rating</b>	16
<b>Potential Effect</b>	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.									
<b>Related Actions</b>			<b>Internal Controls</b>	Business Continuity Plans						
				Major Incident Procedures						
				Emergency Response Plan						
<b>Latest Note</b>	Risk remains high due to infrastructure & power interdependencies, particularly outage recovery time (now believed to be minimum 7 days). Priority for Resilience community, particularly due to Councils' duty of care. Planning & work ongoing.									

<b>ID &amp; Title</b>	RAG SRR 005	A significant failure of secure ICT systems that has a major detrimental impact on council operations	<b>Status</b>		<b>Managed By</b>	John Munro	<b>Current Rating</b>	10	<b>Target Rating</b>	4
<b>Potential Effect</b>	Council cannot transact vital business. Financial transactions disrupted leading to a loss of council revenue or financial hardship to individuals Loss of confidence in the council and reputational damage Destruction of knowledge assets or costs to recover Operational costs in business due to lost productivity						Likelihood  Impact	Likelihood  Impact		
<b>Related Actions</b>			<b>Internal Controls</b>	Information & Communication Technology Strategy						
				Business Continuity Plans						
				Operational Business Plan						
<b>Latest Note</b>	Significant improvements to reliability and capacity of infrastructure; improvements to backup and restore capabilities; improvements to Business Continuity arrangements.									
<b>ID &amp; Title</b>	RAG SRR 006	Changing job roles, potential loss of knowledge, redundancy and uncertainty of Council's long term direction creates impacts on succession planning, workforce development and staff morale	<b>Status</b>		<b>Managed By</b>	Chris Alliston; John Munro; Lindsay Sim	<b>Current Rating</b>	9	<b>Target Rating</b>	3
<b>Potential Effect</b>	Stress on staff members leading to absenteeism Loss of engagement of team members and reduced effort Poor quality outcomes for the Council because of weaker central support services Loss of resilience in staff						Likelihood  Impact	Likelihood  Impact		
<b>Related Actions</b>			<b>Internal Controls</b>	Leadership Development Programme						
				Health & Safety Management System						
				Attendance & Wellbeing Policy						
<b>Latest Note</b>	With the continued financial pressures facing the Council and ongoing redesign there is potential for disengagement of staff and low morale. Increased pressures of reduced workforce and ongoing demands placed on staff need to be carefully managed to ensure staff wellbeing is a key priority. Failure to recognise and ensure early interventions can lead to increased levels of absence some of which will related to work related stress. Council management have wellbeing and attendance as a key priority, continued promotion of support and interventions will be a measure to support staff.									

<b>ID &amp; Title</b>	SCS SRR 002	Community engagement/communications failures	<b>Status</b>		<b>Managed By</b>	Cherie Jarvie	<b>Current Rating</b>	12	<b>Target Rating</b>	6
<b>Potential Effect</b>	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence									
<b>Related Actions</b>				<b>Internal Controls</b>	Community Engagement Process Local Outcomes Improvement Plan					
<b>Latest Note</b>	We have deployed Citizen Space for engaging/consulting with communities and have developed a consultation toolkit for staff to help improve consistency in consultation activity. We continue to develop mechanisms for consulting/engaging with customers however evidence suggests that we have some way to go with this. We have implemented face to face engagement through Community Councils and continue to focus our engagement efforts through Community Councils and Tenants and Residents Federations. We have put in place approaches to deploy our responsibilities under the Community Empowerment Act and are meeting our requirements of those parts which are now in force. We continue to consult widely with communities on all major policies, strategies and decisions and have good working relationships with CTSI who assist with community engagement and communication.									

<b>ID &amp; Title</b>	SCS SRR 006	Loss of key skills, knowledge or capacity due to contraction of service and staff base	<b>Status</b>		<b>Managed By</b>	P&P Management Team	<b>Current Rating</b>	20	<b>Target Rating</b>	8
<b>Potential Effect</b>	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction									
<b>Related Actions</b>				<b>Internal Controls</b>	Interim Workforce Strategy					
<b>Latest Note</b>	Risk remains the same.									

<b>ID &amp; Title</b>	SCS SRR 007	Failure to ensure effective partnership working to support Community Planning	<b>Status</b>		<b>Managed By</b>	Cherie Jarvie	<b>Current Rating</b>	12	<b>Target Rating</b>	6
<b>Potential Effect</b>	SOA objectives not met Breakdown in trust and reputational damage Loss of confidence Lack of joined up services and budget savings not met									
<b>Related Actions</b>				<b>Internal Controls</b>	Community Engagement Process Local Outcomes Improvement Plan					
<b>Latest Note</b>	New structure and governance arrangements approved in December 2018. Memorandum of Understanding revised in line with Local Outcome Improvement Partnership 2017/27.									