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**Report to: Scrutiny Committee**

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**Date of Meeting: 18th August 2016**

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**Subject: Strategy & Customer Services Business Plan 2016/17**

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**Report by: Head of Strategy & Customer Services**

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## **1.0 Purpose**

- 1.1. This report presents the Strategy & Customer Services Business Plan for 2016/17 to Scrutiny Committee for consideration.

## **2.0 Recommendations**

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.
- 2.2. It is recommended that Committee approve the Performance Measures for scrutiny purposes over the next 12 months.

## **3.0 Considerations**

- 3.1. The Business Plan sets out the objectives and aims of the service (see Appendix A). It is aligned with Making Clackmannanshire Better and the Single Outcome Agreement.
- 3.2. The Business Plan has been developed using a wide range of sources, for example, customer insight, staff feedback, performance results and self assessment, including a governance self assessment validated through peer review.
- 3.3. The format of the Plan follows corporate guidance and good practice, and is set out in 4 distinct sections: service overview, key issues, approaches and delivery plan. The delivery plan contains detail of the actions we will take to improve performance, the performance measure we will use to gauge progress against stated outcomes, and the risks we believe, should they materialise, may affect our ability to deliver services and intended performance outcomes.
- 3.4. Once finalised, the Business Plan will be available all to stakeholders through Clackswab. It has been translated into operational plans for the 3 main business units within Strategy and Customer Services, and in turn into team plans. These will form the basis for staff PRDs, ensuring that staff objectives and learning and development plans are firmly based in a shared vision and priority outcomes.

- 3.5. The Business Plan will be delivered within the budget approved for Strategy & Customer Services at the Special Council meeting on 23 February 2016. As such, there are no direct financial implications arising from this report.

#### 4.0 Conclusions

- 4.1. The Business Plan sets out the objectives and aims of Strategy & Customer Services for the year 2015/16. It will be translated into individual objectives and learning plans through the PRD process, so that all staff are working towards the delivery of the Council's stated priority outcomes within Making Clackmannanshire Better.

#### 5.0 Sustainability Implications

- 5.1. There are no direct sustainability implications associated with this report.

#### 6.0 Resource Implications

##### 6.1. *Financial Details*

- 6.2. 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

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

##### 6.4. *Staffing*

- 6.5. There are no direct staffing implications associated with this report.

#### 7.0 Exempt Reports

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

#### 8.0 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 )

- |  |                                     |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses         | <input type="checkbox"/>            |
| Our communities are more cohesive and inclusive                          | <input type="checkbox"/>            |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/>            |
| Our communities are safer  | <input type="checkbox"/>            |
| Vulnerable people and families are supported                             | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced                             | <input type="checkbox"/>            |
| Health is improving and health inequalities are reducing                 | <input type="checkbox"/>            |
| The environment is protected and enhanced for all                        | <input type="checkbox"/>            |

The Council is effective, efficient and recognised for excellence

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

**9.0 Equalities Impact**

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

Yes  No

**10.0 Legality**

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

**11.0 Appendices**

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

Appendix A - Strategy & Customer Services Business Plan 2016/17

**12.0 Background Papers**

12.1 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

**Corporate Plan 2013 - 2017 and Single Outcome Agreement (SOA)**

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127

**Approved by**

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	Signed: S Crickmar
Garry Dallas	Executive Director	Signed: G Dallas



# **Strategy and Customer Services**

## **Business Plan 2015-16**

## 1 SERVICE OVERVIEW

### Purpose

Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific.

Its main objectives are to:

- support the strategic positioning of the Council by:
  - developing and supporting effective strategic partnerships through the mechanism of community planning;
  - promoting strategic policy cohesion within the Council;
  - enhancing the strategic capacity of the Council.
- enhance corporate performance and service delivery by:
  - providing effective internal services including business support, communications, research, performance and strategy development.
- deliver excellent services in local communities by:
  - providing effective external customer services through a range of access points including leisure, libraries, local offices, registrars, contact centre and Clacksweb;
  - providing opportunities for community learning and development;
  - co-ordinating the organisation's response to major incidents and emergencies.

## 2 CONTRIBUTION TO MAKING CLACKMANNANSHIRE BETTER

### Context

The Council is a multi-million pound business which delivers a wide range of services for communities across Clackmannanshire. Clackmannanshire is a growing area where there are many opportunities.

The contexts which the Council operates in are ever-changing: the Council of today is not the same as the Council of five years ago and the Council in five years time will be significantly different to how it is today.

As contexts change, the Council must change with them to make sure that it is doing everything it can to improve people's quality of life and to make Clackmannanshire a better place.

Changes in public sector funding have been a key issue facing local councils for a number of years and will continue to impact on what councils do and how they do it. While financial times are tough, it is important to remember that the Council still has a total budget of around £135m and to focus on providing the best services we can with that very significant resource.

Balancing the financial challenges, there are also opportunities for real improvement if the Council and its partners work in a more integrated way and pool their resources

better. Similarly, changes in legislation are making it easier for communities to become more involved in service delivery.

## **Making Clackmannanshire Better**

Given the Council's contexts, it is crucial that we get maximum benefit from all our available resources. This means our approach needs to:

- focus on clear priorities and target resources to greatest effect
  - focus on statutory requirements and fewer priority discretionary services
  - target resources
  - focus on prevention and early intervention
- transform services so that they best meet user needs, which may mean having different models of delivery and doing things in different ways
  - make services responsive to communities
  - focus on integration and take a corporate approach to all customers
  - support communities that want to provide services and make a contribution to achieving our outcomes
- be as efficient and effective as possible in everything that we do and make the best use of our substantial assets
  - get things right first time and do things once
  - make the best use of resources and assets
  - use digital solutions
- make sure that we collect all income owed to us, have an appropriate approach to charging for services and get better value for the money we spend on goods and services
  - optimise the use of charges for services and collect everything that is owed to us
  - ensure any subsidies are prioritised and transparent
  - make sure we get value for money for the goods and services we buy

This approach, Making Clackmannanshire Better, is how the Council needs to do things so that it can have a sustainable cost base going forward, sustainable service delivery and, most importantly, achieve the following outcomes which are shared with its community planning partners:

- Clackmannanshire has a positive image and attracts business and people
- Communities are more inclusive and cohesive
- People are better skilled, trained and ready for learning and employment
- Communities feel, and are, safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving
- Our environment is protected and enhanced
- Public services are improving

### 3 SERVICE CONTEXT & CONTRIBUTION

Strategy & Customer Services fulfils a number of service roles, some of which are internal support functions, though most of our customer transactions are external to the organisation. This includes working with the community and third sector, working with other community planning partners or fulfilling hundreds of request for service on a daily basis, whether in leisure, libraries, registrars or at community access points or the contact centre.

In line with the Council's need to realise managed contraction, the number of people working in the service is reducing year on year, at a time when demands are increasing. Squaring this circle is increasingly challenging; it can be done, though it will require us to work ever more collaboratively across the Council and with our partners, adopting all of the Making Clackmannanshire Better outlined above.

In February 2016, of necessity, the Council approved what will be undoubtedly a challenging budget for all our stakeholders. This included an approximate 15% financial reduction for our service, which will have most impact on areas we are not required to deliver by law.

Whilst our broad risk profile remains unchanged, a number of risks have become more acute as a result of change in our wider operating environment. Our reducing workforce (it reduced by approximately 21 FTE during 2015/16, around 10% of the overall staff complement) remains skewed towards a 50+ age profile; 40% are over the age of 50. As our workforce reduces, our skills and knowledge base, essential for high quality public service, is increasingly under pressure, at the same time as service demands are changing significantly in some areas, for example, community learning and development capabilities needed to respond to the Community Empowerment Act.

Continued service transformation will therefore be necessary to ensure we have the right people, with the right skills in the right places to ensure we retain the capability to deliver vital services to required standards. Detailed workforce planning combined with effective communication, staff flexibility and sound learning and development will be essential components of transformation.

Reducing resources also means that we need to continue to be ever more efficient; taking a holistic, collaborative view of public services. Collaborative working requires new ways of thinking and approaching how we work. Getting our service offering right first time will require staff to focus on outcomes, taking full ownership of a customer's needs, thinking preventatively and far beyond traditional service boundaries, that, more often than not, inhibit good customer service.

The Making Clackmannanshire Better Leadership Pathway has continued to provide a platform for change, but continued investment and communication with our team leaders and supervisors will be vital. Beyond developing our collective management capability to better collaborate, problem solve and improve customer service, we also need to continue to widen our leadership expertise in areas such as communication skills, customer service, intelligence and information management, strong governance, project and programme management, maximising attendance and resource planning.

As well as capacity, communication is a significant factor and a priority for the service. Transforming our services will mean that we will need to engage communities, customers, partners, employees, trades unions and others in constructive and perhaps, at times, difficult dialogue. This will require the adoption of systematic and consistent methods of communication across the service.

The delivery plan in section 4 aims to set out the key actions Strategy & Customer Services will take over the coming year to address our context through making a full contribution to Making Clackmannanshire Better. Every team and individual member of staff will contribute to its delivery. These contributions, and the support and learning and development required to support staff, will be discussed and agreed in team meetings, PRD and regular supervision meetings for all staff.

## 4 DELIVERY PLAN

# Making Clackmannanshire Better

## Strategy & Customer Services Business Plan 2016-17



### MCB1 Having Clear Policy Priorities

Code	Description	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community	70%	58%	60%	80%	Cherie Jarvie
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	46%	44%	40%	30%	Cherie Jarvie
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	42%	42%	42%	50%	Cherie Jarvie
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making	34%	35%	39%	50%	Cherie Jarvie

Covalent Code	ACTION	Impact	By When	Lead
SCS 16 001	Support the Provost to plan & deliver a sustainable programme of civic events in 2016/17 within budget	Increase in strong sense of community	31-Mar-2017	Alison Bryce
SCS 16 002	Provide support for election & referendum in 2016/17	Increased efficiency Residents are involved in decision-making	31-Mar-2017	Alison Bryce
SCS 16 003	Support consultations on major priorities: . explaining MCB transformations to stakeholders . budget . significant corporate strategies	Improved service delivery and efficiencies Increase in community satisfaction Clacks 1000 More integrated local public services Reductions in operating costs Demonstrate Best Value	31-Mar-2017	Cherie Jarvie

SCS 16 004	Implement Community Justice Transition arrangements	Improved service delivery and efficiencies More integrated local public services	31-Mar-2017	Cherie Jarvie
SCS 16 005	Develop new Corporate Communications Strategy to support transitional priorities	Improved service delivery and efficiencies	31-Mar-2017	Cherie Jarvie
SCS 16 006	Refresh Single Outcome Agreement (LOIP) and consult and/or refine locality plans as per requirements of the CE Act 2015.	Increase in strong sense of community	31-Mar-2017	Cherie Jarvie
SCS 16 007	Implement corporate Workforce Planning actions in support of MCB programme	Improved organisational efficiency Increased staff satisfaction Improved governance	31-Mar-2017	Cherie Jarvie
SCS 16 008	Support the development of Clackmannanshire CLD Strategy	Increase in strong sense of community Increase in community satisfaction Clacks 1000	31-Dec-2016	Cherie Jarvie
SCS 16 009	Implement Year 2 Gaelic language plan actions	Increase in strong sense of community	31-Mar-2017	Cherie Jarvie
SCS 16 010	Report annual reviews as part of corporate Public Performance Reporting Framework	Improved governance Improved reputation internally and externally	28-Feb-2017	Cherie Jarvie

Code	Sub-Action	Impact	By When	Lead
SCS 16 010-1	SOA	Improved governance Improved reputation internally and externally	31-Dec-2016	Cherie Jarvie
SCS 16 010-2	Local Government Benchmarking Framework	Improved governance Improved reputation internally and externally	28-Feb-2017	Cherie Jarvie

Covalent Code	ACTION	Impact	By When	Lead
SCS 16 011	Implement Corporate Leadership and Development Programme	Improved organisational efficiency Increased staff satisfaction Improved governance	31-Mar-2017	Cherie Jarvie
SCS 16 012	Develop a revised Leisure Strategy, in partnership with Education Services	Improved service delivery and efficiencies More integrated local public services	31-Dec-2016	Brian Forbes

## MCB2 Increasing Income & Savings

Code	Description	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
GOV AB1 BUS	Average FTE Days Sickness Absence (Business Support)	-	8.83	12.51	7	Alison Bryce
GOV AB1 CUS	Average FTE Days Sickness Absence (Customer Services)	-	18.13	11.25	8	Brian Forbes
GOV AB1 SAP	Average FTE Days Sickness Absence (Strategy & Performance)	-	8.93	3.98	8	Cherie Jarvie
GOV AB1 SCS	Average FTE Days Sickness Absence (Strategy & Customer Services)	9.1	11.3	10.62	8	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS BUD	Budget savings (£000)	272.83	310.00	220.00	898.0	Alison Bryce; Brian Forbes; Cherie Jarvie

Covalent Code	ACTION	Impact	By When	Lead
SCS 16 013	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	Increased efficiency Increased sustainability	31-Mar-2017	Brian Forbes
SCS 16 014	Increase income levels from Scottish Certificates replacement certificate service	Increased efficiency Increased income	31-Mar-2017	Brian Forbes
SCS 16 015	Deliver a programme of approved budget savings	Increased efficiency Increased sustainability	31-Mar-2017	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

## MCB3 Making Efficiencies

Code	Description	2013/14	2014/15	2015/16	2016/17	Lead
		Value	Value	Value	Target	
GOV FOI SCS	% FOI enquiries responded to within timescale - Strategy & Customer Services	85.7%	97.1%	90.6%	100.0%	Brian Forbes
BUS BUS 002	Customer satisfaction with overall experience of Business Support	85.2%	100.0%	99.7%	95.0%	Alison Bryce
BUS CNQ SCS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale	69.2%	72.6%	100.0%	100.0%	Stuart Crickmar
BUS MPQ SCS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale		55.5%	75%	100.0%	Alison Bryce; Stuart Crickmar
CUS C01 SCS	Number of formal complaints received by Strategy & Customer Services	14	12	17	9	Brian Forbes
CUS C03 SCS	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld	64.3%	92%	76.5%	50%	Brian Forbes
CUS C10 SCS	Percentage of formal complaints closed within timescale during period - Strategy & Customer Services	Not avail	Not avail	94.1%	100%	Brian Forbes
CUS CAP 001	Satisfaction with overall experience of Community Access Points	97.6%	98.5%	98.7%	99.0%	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	90.4%	89.8%	97.6%	98.0%	Brian Forbes
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	12.10%	8.90%	7.90%	8.00%	Brian Forbes
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	100.0%	97.0%	100.0%	100.0%	Brian Forbes
SAP CL1 016	Local residents who state that they have had good experience of Library Services in the last year	92%	94%	95%	95%	Brian Forbes
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	38.00%	41.00%	44.00%	50.00%	Cherie Jarvie; Karen Payton
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance	39%	40%	44%	50%	Cherie Jarvie
SAP SAP 001	Customer satisfaction with overall experience of Strategy & Performance	85.0%	89.0%	88.0%	95.0%	Cherie Jarvie
SAP SHS LEI	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with leisure facilities (LGBF Code: C&L5d)	68%	81%	Available Sep 16	82%	Brian Forbes
SAP SHS LIB	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with libraries (LGBF Code: C&L5a)	79%	81%	Available Sep 16	82%	Brian Forbes

Covalent Code	ACTION	Impact	By When	Lead
SCS 16 016	Strategy & Customer Services will demonstrate high standards of people management	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	31-Mar-2017	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

Code	Sub-Action	Impact	By When	Lead
SCS 16 016-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	Improved SCS staff satisfaction More SCS staff say communications is good	31-Aug-2016	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS 16 016-2	Sample assess 10% PRDs to ensure all are done and high standards are maintained	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	31-Aug-2016	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

Covalent Code	ACTION	Impact	By When	Lead
SCS 16 017	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Improved staff satisfaction Improved governance	31-Mar-2017	Alison Bryce; Brian Forbes; Cherie Jarvie

Code	Sub-Action	Impact	By When	Lead
SCS 16 017-1	Complete review of service information and records management, including data security and anti-fraud processes & improve staff awareness & development	Improved staff satisfaction Improved governance	31-Oct-2016	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 16 017-2	Complete detailed workforce planning exercise as part of corporate arrangements	Improved staff satisfaction Improved governance	30-Jun-2016	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 16 017-3	Ensure full deployment of H&S policy and procedures	Improved staff satisfaction Improved governance	30-Jun-2016	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 16 017-4	Review corporate deployment of Equality & Diversity approaches	Improved staff satisfaction Improved governance	31-Oct-2016	Cherie Jarvie
SCS 16 017-5	Review corporate Community Engagement approaches in light of the CE Act and hubs development	Improved staff satisfaction Improved governance	31-Dec-2016	Cherie Jarvie

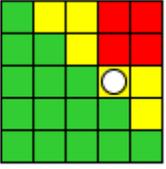
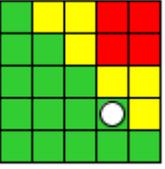
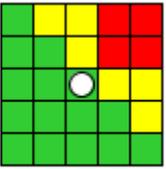
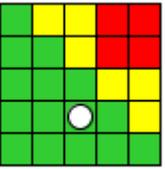
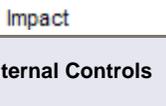
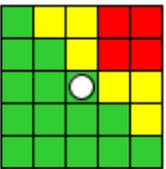
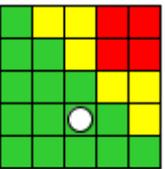
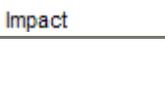
Code	Sub-Action	Impact	By When	Lead
SCS 16 017-6	Deploy robust service approaches to project management	Improved staff satisfaction Improved governance	31-Mar-2017	Cherie Jarvie
SCS 16 017-7	Ensure deployment of the corporate Prevent delivery plan	Improved community satisfaction - Clacks 1000 Improved governance	31-Mar-2017	Stuart Crickmar
SCS 16 017-8	Ensure deployment of the corporate Serious Organised Crime delivery plan	Improved community satisfaction - Clacks 1000 Improved governance	31-Mar-2017	Stuart Crickmar

Covalent Code	ACTION	Impact	By When	Lead
SCS 16 018	Secure corporate approval on a sustainable improvement framework	Increased efficiency Improved stakeholder confidence	30-Jun-2016	Stuart Crickmar

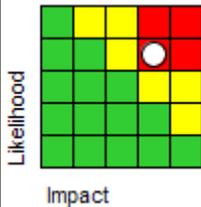
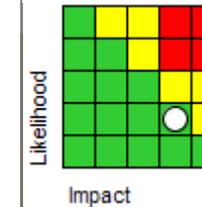
## MCB4 Transforming Services

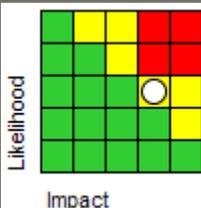
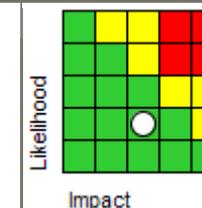
Covalent Code	ACTION	Impact	By When	Lead
SCS 16 019	Transform current CAP/Leisure service provision in Clackmannanshire to Hubs model approved in Year 1 Community Investment Programme	Improved service delivery and efficiencies. Increase in community satisfaction. More integrated local public services	31-Mar-2017	Stuart Crickmar
SCS 16 020	Implement Service workforce planning review to ensure sustainable service provision	Improved service delivery and efficiencies. Increase in community satisfaction. More integrated local public services	31-Dec-2016	Stuart Crickmar
SCS 16 021	Implement Council aspects of approved action plan from Partners for Change approach to enable 3rd sector integration with concept of integrated public services in Clackmannanshire	Improved service delivery and efficiencies. Increase in community satisfaction. More integrated local public services	31-Dec-2016	Stuart Crickmar
SCS 16 022	Transform arrangements for storage and presentation of Council Archives & Local Collections in Lesser Speirs Hall	Improved service delivery and efficiencies. Increase in community satisfaction. More integrated local public services	31-Oct-2016	Brian Forbes

## Risk Register 2016-17

<b>RISK</b>	SCS 15 001	Corporate governance requirements not adhered to	<b>Status</b>		<b>Current Rating</b>	12	<b>Target Rating</b>	8
<b>Managed By</b>	Alison Bryce; Brian Forbes; Cherie Jarvie				 Likelihood	 Likelihood	 Impact	 Impact
<b>Potential Effect</b>	Reputational damage; loss of confidence, legal action							
<b>Related Actions</b>	SCS 16 017	Ensure that Strategy & Customer Services operates to very highest standards of Governance			<b>Internal Controls</b>	Governance Strategy Staff induction and development		
<b>RISK</b>	SCS 15 002	Community engagement/communications failures	<b>Status</b>		<b>Current Rating</b>	9	<b>Target Rating</b>	6
<b>Managed By</b>	Cherie Jarvie				 Likelihood	 Likelihood	 Impact	 Impact
<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>	SCS 16 017-5	Review corporate Community Engagement approaches in light of the CE Act and hubs development			<b>Internal Controls</b>	Community Engagement Process Single Outcome Agreement		
	SCS 16 005	Develop new Corporate Communications Strategy to support transitional priorities						
<b>RISK</b>	SCS 15 003	Failures of communication with staff	<b>Status</b>		<b>Current Rating</b>	9	<b>Target Rating</b>	6
<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie				 Likelihood	 Likelihood	 Impact	 Impact
<b>Potential Effect</b>	Loss of morale Loss of efficiency							

<b>Related Actions</b>	SCS 16 016	Strategy & Customer Services will demonstrate high standards of people management	<b>Internal Controls</b>	Communications Strategy
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<b>RISK</b>	SCS 15 004	Failure to meet required budget savings	<b>Status</b>		<b>Current Rating</b>	12	<b>Target Rating</b>	4
<b>RISK</b>	SCS 15 006	Loss of key skills, knowledge or capacity due to contraction of service and staff base	<b>Status</b>		<b>Current Rating</b>	16	<b>Target Rating</b>	8
<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie							
<b>Potential Effect</b>	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction							
<b>Related Actions</b>	SCS 16 016-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities			<b>Internal Controls</b>	Workforce Planning Process		
	SCS 16 019	Transform CAP/Leisure service provision in Clackmannanshire as per the approved Year 1 Community Investment Programme						
	SCS 16 021	Implement Council aspects of approved action plan from Partners for Change approach to enable 3rd sector integration with concept of integrated public services in Clackmannanshire						

<b>RISK</b>	SCS 15 007	Failure to ensure effective partnership working to support Community Planning	<b>Status</b>		<b>Current Rating</b>	12	<b>Target Rating</b>	6
<b>Managed By</b>	Cherie Jarvie							
<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>	SCS 16 021	Implement Council aspects of approved action plan from Partners for Change approach to enable 3rd sector integration with concept of integrated public services in Clackmannanshire			<b>Internal Controls</b>	Community Engagement Process		
	SCS 16 017-5	Review corporate Community Engagement approaches in light of the CE Act and hubs development				Single Outcome Agreement		
	SCS 16 004	Implement Community Justice Transition arrangements				Community Justice Transition Plan		
	SCS 16 006	Refresh Single Outcome Agreement (LOIP) and consult and/or refine locality plans as per requirements of the CE Act 2015.				CEA Briefings		

