Renfrewshire Council

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To: Finance and Resources Policy Board

On: 13 May 2015

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Report by: Chief Executive

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Heading: Chief Executive's Service Risk Management Plan 2015/16

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1.   **Summary**

1.1   In keeping with 'Risk Matters', the Council's risk management strategy, the Chief Executive's Service Risk Management Plan is updated on an annual basis and is reported to the Finance and Resources Policy Board.

1.2   This paper presents the Chief Executive's Service Risk Management Plan for 2015/16 (Appendix 1) to the Finance and Resources Policy Board for approval.

1.3   The Service has identified 4 risks which are core issues. Control measures and linked actions are in place to prevent and/or mitigate these risks and these are set out in Appendix 1.

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2.   **Recommendations**

2.1   It is recommended that the Finance and Resources Policy Board approve the Chief Executive's Service Risk Management Plan for 2015/16.

          The Finance and Resources Policy Board is asked to:

- agree that the relevant risks are identified
- agree that the significance of each risk is appropriate to the current nature of the risk
- agree that the total profile of risk can be borne by the service at this time in relation to the Council's 'capacity' for risk and,
- note that three of the risks are monitored through the Corporate Risk Register and one risk (Data and Performance Management) will be monitored through the Service Improvement Plan.

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3.   **Background**

3.1   The Chief Executive's Service is involved in a range of activities, some of which may contain a risk element of a loss of service, resource or reputation of the Council. A review of the service risk register has been undertaken to take account of any emerging risks incorporating the identification, evaluation and mitigation of all risks which could cause a loss of service, loss of resources or reputation of the Council.

3.3   The key service risk areas have been identified in the service risk register which is attached as Appendix 1. The risks are aligned to the Chief Executive's Service Improvement Plan.

3.4   In presenting the proposed Risk Management Plan to the Finance and Resources Policy Board for approval, the service would like to draw to the Board's attention a number of specific matters:

3.4.1   All risks have been evaluated using the Council's standardised (5x5) risk matrix which involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high.' High and very high risks are considered to be significant to the Council. The current profile of risk across the service's risk register is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	1	3	0	4

3.4.2 In appraising the proposed Risk Management Plan and risk register, the service has identified 4 risks and these relate to:

- Communication

  There is a risk that poor information flow leads to inappropriate, ineffective or late communications.

- Equality and Human Rights

  Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by the Human Rights Act 1988

- Community Planning Partnership

  If the council does not effectively lead the Community Planning Partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.

- Data and Performance Management

  Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver our statutory duties and/or identify improvements that can be made to services.

3.5 In preparing this paper for the board, the Senior Management Team has considered that as a whole, the proposed risk management plan for 2015/2016 suitably reflects the service's agenda for the year ahead.

3.6 In relation to individual risks recorded, the Senior Management Team believes that the appropriate control measures are in place to prevent and/ or mitigate adverse risks. Robust monitoring arrangements are in place to track the progress of the planned actions.

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Implications of the Report

1. **Financial** - It is the consideration of the Senior Management Team that recurring costs associated with the measures in place for each risk

are proportionate to the level of risk and that new planned actions are also cost effective in relation to the level of risk. The financial requirements to support the service's risk management plan for 2015/16 should be met within the proposed budget allocations for 2015/16.

2. **HR & Organisational Development** – Risks related to HR/workforce issues are reflected within Appendix 1.

3. **Community Planning** – Risks related to community planning are reflected in Appendix 1

4. **Legal** – Risks relating to legal implications are reflected within Appendix 1.

5. **Property/Assets** - None

6. **Information Technology - None**

7. **Equality & Human Rights**

    (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** - None

9. **Procurement** – None

10. **Risk** – As per the subject content of this paper

11. **Privacy Impact** - None

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List of Background Papers

(a)   Background Paper 1 – Chief Executive's Service Risk Management Plan 2015/16

The foregoing background papers will be retained within Chief Executive Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Paul McLean, Policy Lead, Performance Management, 0141 618 6264, paul.mclean@renfrewshire.gov.uk

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Risk Management Plan

2015 - 2016

Chief Executive's Service

CONTENT

1. Risk management arrangements within the Chief Executive's Service

1.1 During 2014/2015, the Chief Executive's Service has continued to implement a range of standard procedures in keeping with the Council's risk management strategy, "Risk Matters." This includes ongoing implementation of the risk management process and standardised risk matrix for analysis and evaluation of risk within the service.

1.2 The Chief Executive's Service Manager is accountable to the Chief Executive, the Corporate Management Team and the Finance and Resources Policy Board for the management of risk within the Chief Executive's Service. Each risk and its associated actions are allocated to responsible officers. Progress against the management of the risks and actions are reported on a quarterly basis to the Senior Management Team. In keeping with the risk management strategy, any exceptional information regarding significant risks is reported to the Corporate Risk Management Group on a quarterly basis, which reports this information to the Corporate Management Team if appropriate.

1.3 The local risk forum for the Chief Executive's Service is the Senior Management Team.

2. Report on the service's contribution to relevant strategic risk management objectives

2.1 During 2014/2015, the service has contributed to some of the Council's strategic risk management objectives in the following way:

- effectively managing community planning partnerships to ensure the delivery of key Council objectives and projects, and to deliver value for public money

- leading on the Council's duty to comply with Equality and Human Rights legislation

3. Report on the previous year's Risk Management Plan

3.1 When the service's 2014/2015 service risk management plan was approved by the Finance and Resources Policy Board on 14 May 2014, six risks were recorded and the evaluation of the risks at that time outlined the service's risk profile as six moderate risks.

3.2 In relation to the 2014/2015 service risk management plan, 28 actions were identified and carried out as planned throughout the year.

3.3   A summary of the activity that took place in relation to the service's risks is detailed below.

1) **Disruptive events adversely impact on the community, the environment, employees and the reputation of the council –** Work on Risk Preparedness Assessments are currently being carried out at a National/Regional level with the local aspect being led by the Civil Contingencies Service. A schedule for updating emergency plans is incorporated into the work programme and is currently on track with updated "Major Accident Hazard Pipeline" and "Human health" plans currently out for consultation. The ability to set up an incident response centre was tested successfully. The current arrangement for activating an incident response centre within Renfrewshire House will be replaced in Summer 2015 with the opening of the "community safety partnership hub", which will act as incident coordination centre both during day to day response and for major incidents.

2) **Non availability of premises, loss of key employees and/or systems, result in an adverse impact on service provision –** The Civil Contingencies Service has worked throughout the year with services as we go through a period of major change within the make up of the council structure at a service level ensuring not only that interim measures are in place as we go through the transition but also ensuring that the new services and partnerships formed have the same degree of resilience that they have in the past.

3) **Poor information flow can lead to inappropriate or late communication** A Head of Communications was appointed to co-ordinate all Council communications activities. The corporate Marcomms system was replaced by the NASDAC systems to track and manage media enquiries.

4) **Legal implications for the Council from failure to comply with equalities legislation –**   Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017. Actions and activities to evaluate performance and compliance with the general equality duty and human rights is monitored on a quarterly basis through the Strategy & Performance Network. We have issued corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and the Council's website. An Equality and Human Rights Impact Assessment e-learning tool has been developed to support employees and managers and Board Report templates were revised to ensure equality and human rights impacts are an integral part of the decision making process.

5) **In the challenging times ahead there is a risk that if partnerships are not managed effectively, partner agencies will revert to their "core business"** - The Head of Planning and Health Improvement, Renfrewshire Health and Social Care Partnership continues to take the lead for Community Planning in Renfrewshire, supported by a seconded Senior Policy Officer from the Chief Executive's Service.

   The Community Planning website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015. The structure of the website was expanded in March 2015 to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.

6) **Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans** - Accurate and complete 2013/14 returns were made to the Improvement Service as part of the Local Government Benchmarking Framework and Statutory Performance Indicators were reported on the Council website for external scrutiny. Appropriate council and partner employees have been assigned to relevant SOA and Community Plan performance indicators contained on Covalent ensuring that they are regularly updated and monitored.

3.4   The Civil Contingencies Service which was previously based in the Chief Executives Service, is now located within Community Resources. Due to this two risks have moved off the Chief Executives Risk register and responsibility for these risks now lies with Community Resources. The risks are:

- Incident response
- Business Continuity

Both risks are monitored through the Corporate Risk Register

3.5   The risks actively being managed by the service have been re evaluated for 2015/16 and are shown in the table below.

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	1	3	0	4

3.6   The four risks that feature in the revised risk register have been rolled forward from 2014/15, however the focus has been reviewed to ensure that they take account of any changes in context.

4. Current business context for the Chief Executive's Service

4.1 **Changes to the Service**

4.2 The Council continues to focus on the delivery of key policy priorities despite continued financial constraints and reducing resources. In order to adapt to new demands on the organisation, the Chief Executive's Service will undertake significant change over the coming year.

4.3 As approved by the Leadership Board on 18 February 2015, there will be a strengthening of the role of corporate policy, planning and performance management across the organisation, with the Chief Executive's service managing this on behalf of the Council. This will ensure that it is managed strategically and that the reducing capacity and resources available to the Council continue to be focussed on the delivery of Council priorities. Related to this, the policy, planning and performance function will now be directly linked to the Council's existing procurement service to enable a strategic and policy led approach to future commissioning of services.

4.4 Similarly, the management of the corporate change programme and elements of organisational development will be brought together in the Chief Executive's Service, better reflecting the complementary nature of these services and their strategic importance to the future performance of the whole Council.

4.5 The Tackling Poverty Team will also move into the Chief Executive's Service where it will be better placed to influence and develop policy in this critical area and to work with community planning partners to deliver the outcomes set out in the Tackling Poverty Commission report published in April 2015.

4.6 **Role of the Service**

A number of functions will therefore be transferred into the Chief Executive's Service over the coming year and the key roles and responsibilities for the service will now be to:

- Provide corporate leadership in the development and implementation of the Council's key priorities

- Lead community planning to deliver the outcomes agreed in the Community Plan and Single Outcome Agreement

- Lead the corporate response to poverty and work with community planning partners to reduce the causes and impact of poverty.

- Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints

- Lead on the delivery of the Organisational Development Strategy, driving performance across the Council and supporting employees to manage the upcoming changes.

- Lead the corporate policy, planning and performance function to ensure it

is managed strategically and that the reducing capacity and resources available to the Council continue to be focused on the delivery of council priorities

- Deliver a robust procurement service to enable a strategic and policy led approach to future commissioning of services

- Deliver the Council Plan and support the change agenda across the Council

- Develop corporate policy particularly in the areas of poverty, equality, best value, consultation and supporting the process of Public Sector Reform

- Provide internal and external communications, media and public relations services for the Council and all its services

- Develop and maintain the Councils use of the internet, intranet and social media, while ensuring the quality of content and services across all communications channels

- Provide a research and support service to elected members

The Civil Contingencies Service, previously located in the Chief Executive's Service, has now moved to Community Resources. This will enable the Civil Contingencies Service to work more closely with the Community Safety Hub, Police Scotland and other key partners.

4.3   Senior Management Team members have considered the planned activity for delivering the forthcoming year's service priorities and any significant challenges for achieving the service priorities are reflected within the service risk management plan for 2015/2016. Risks related to the functions transferring into the Chief Executives Service are currently included within the Corporate Risk Register.

4.4   On the basis of the above review of the business context for the Chief Executive's Service, the Senior Management Team has agreed the key risks to be recorded within its risk register for 2015/2016.

5. The service's risk register and risk management plan for 2015/16

5.1   The service's risk register for 2015/16 is provided in Appendix 1.
Summary of key impact areas identified for 2015/2016 service risk register:

Key impact areas	Encompassing	Risk
Communication	Risk that poor information flow can lead to inappropriate, ineffective or late communications.	High 12
Equality and Human Rights	Legal implications for the Council from failure to comply with equalities legislation.	High 12
Community Planning Partnerships	Leading the partnership through a significant period of challenge, adapting strategy, policy and operations and ensuring good governance and performance.	High 12

Data and Performance Management	Failure to ensure that data sets are kept up to date may lead to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver its statutory duties and/or identify improvements that can be made to services.	Mod 08

5.2 The risk activity planned for 2015/16 is shown within the register in the attached Appendix. This activity (proportionate to the level of risk) will further contribute to the prevention of risks or mitigating their potential effects.

5.3 A midyear progress report on the service's risk management plan will be reported to the Finance and Resources Policy Board. Information on specific significant risks will be reported by the Senior Management Team to the Corporate Risk Management group on an exceptional basis.

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.04 **Delivering on SOA outcomes through the Community Planning Partnership** (1)SOA themes (2) Improvement Service benchmarking (3) SOA indicators and performance (4) CPP future role in respect of Criminal Justice	The Community Planning Partnership seeks to deliver key outcomes for the community such as tackling poverty and inequality gap in Renfrewshire. If the council does not effectively engage with the partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.	*The Renfrewshire Community Plan is the action plan for delivery of the Community Plan and the SOA *The plan clearly outlines a positive vision for change which will be driven by partners *Community Planning targets are defined. These will be revised and updated each year by the Community Plan Partnership Board as progress is achieved *Progress on achieving Community Planning/ Single Outcome Agreement targets is monitored by 6 thematic boards and is reported annually to the CPP Board. *Clear accountability and public reporting is an important aspect of the CPP approach, using data and other evidence, to drive performance within all aspects of the Community Plan.	03	04	12 High

Action Codes	Linked Actions	Latest Note	Due Date	Status
CE.SIP.14.01.02	Produce and promote the Community Planning website in conjunction with Engage Renfrewshire	The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015. The structure of the website is currently being expanded to	31-Mar-2017	🔺

Code	Action	Update	Status	Date
		accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.	▲	30-Sep-2015
CE.SIP.14.01.05	Support Engage Renfrewshire to ensure that community and Voluntary groups are involved in and contribute to community planning outcomes	The service has provided support to Engage Renfrewshire to develop the Renfrewshire Forum for Empowering Communities. Membership of Engage Renfrewshire has been increasing steadily - from 290 member organisations in May 2014 to 322 organisations in December 2014. A volunteering toolkit has been developed and used by local community groups and a number of volunteer recruitment campaigns have been initiated for organisations including St Vincent's Hospice, Reaching Older Adults in Renfrewshire and Active Communities. There has been an increase in the number of people registering to become a volunteer - from 614 in 2012/13 to 675 in 2013/14.		
CE.SIP.14.01.06	Support Renfrewshire Community Planning Partnership to develop a resource plan	Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is now underway and will be reported to future meetings of the Community Planning Partnership Board.	●	31-Mar-2015
CE.SIP.14.02.15	Include and maintain detailed data about the businesses, industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank	Collection of this information remains on hold until the Knowledge Bank is developed which will be in line with the recently published Scottish Open Data strategy.	▲	31-Mar-2017

10of21

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.17 Equality and Human Rights Context: Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's	The council requires an integrated and transparent approach to implementing Equality and Human Rights and if this is not achieved in a co-ordinated manner across council services and with partners there is a risk that the council will be challenged in evidencing compliance with the duties of the Act.	*Progress and areas of development and improvement reported to Strategy and Performance Network *Corporate progress reported to CMT and Council's Leadership Board on an annual basis *Corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and	03	04	12 High

rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by the Human Rights Act 1988

the Council's website

*Equality and Human Rights Impact Assessment e-learning developed to support for employees and managers

*Board Reports revised to ensure equality and human rights impacts are an integral part of the decision making

*An Equality Awareness Week is run every year, demonstrating the council's commitment, support employees to develop a better understanding

*Continue to lead on Diversity and Equality Alliance in Renfrewshire Group in order to achieve better outcomes for everyone in Renfrewshire

Action Codes	Linked Actions	Latest Note	Due Date	Status
CE.SIP.14.05.23	Coordinate and monitor progress of the Council's equality outcomes	Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017.	30-Apr-2015	🟢
CE.SIP.14.06.33	Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire	Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.	31-Mar-2016	🔺

11

CE.SIP.14.08.51	Monitor and coordinate progress of integrated approach to equality and human rights impact assessment	Meetings undertaken with SMT and Officer Working Group, and SMT meetings to be undertaken in 2015.	31-Mar-2016	▲
CERR14.P1.04.01	Coordinate and monitor corporate actions and activities to evaluate performance and compliance with the general equality duty and human rights	This is monitored on a quarterly basis through the Strategy & Performance Network	30-Apr-2015	✔
CERR14.P1.04.02	Conduct an annual review of Council's Policy Board reports to assess progress on adapting an integrated approach to equality and human rights in practise, evaluation and decision making	On the basis of the review further guidance is being developed to update and support services.	30-Apr-2015	▲
CERR14.P1.04.03	Collaborate with a wide range of diverse organisations supporting and contributing to the achievement of the Council's Equality Outcomes	Partners from the Diversity & Equality Alliance Group, which is chaired by a Council officer, actively contribute to the achievement of equalities outcomes	30-Apr-2015	✔

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.18 **Communications** Context: (1) The importance of respectful and strategically driven communications with staff during times of change and to effect excellent service delivery (2) Engaging Renfrewshire's communities in the objectives of the Community Plan (3) Informing and supporting communities of the work and resultant outcomes of the tackling poverty commission	Poor information flow across services and with Renfrewshire citizens can result in inappropriate, ineffective or poorly timed communications both within and out with the council. This will in turn impact on staff commitment, crisis response, service delivery, consultation, policy development and the organisation's reputation.	* Head of Communications and senior communications officers liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones * Communications database (NASDAC) is used to track and manage media enquiries * Council information channels such as; website, social media, magazine are used effectively to promote council initiatives * Head of Communications is a member of Corporate Management Team * Crisis Communications Strategy in place	03	04	12 High

(4) Crisis communications

(5) Increasing demand for employees' access to social media sites and feeds for professional and personal purposes creates security and reputational concerns

* All content on website and intranet have review dates set so that checks can be made on currency of information

* The Communications Team continues to corporately approve web and intranet content

* Communications employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter

* The Communications Team monitors all social media accounts

* Emergency Contacts Directory updated to reflect new contact details every 6 months

Action Codes	Linked Actions	Latest Note	Due Date	Status
CE.SIP.14.01.09	Implement a communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	Development of integrated communications strategy to be undertaken	31-Mar-2017	🔺
CE.SIP.14.07.38	Continue to extend the use and understanding of technology and new communications channels	The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content	31-Mar-2017	🔺
CE.SIP.14.08.47	Develop a communications module within the corporate induction pack and management development programme	This will be undertaken in line with the new Organisational Development Strategy	31-Mar-2016	🔺
CRR15.02.18a	Internal Audit to review Corporate Communications		30-Jun-	🔺

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR14.P4.01 **Data and Performance Management**	Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver our statutory duties and/or identify improvements that can be made to services.	SOA and Community Plan performance indicators held on Covalent to ensure that they are kept secure and easily accessible Local Government Benchmarking Indicators included as part of the SPIs from April 2014 and are held on Covalent and monitored to ensure that accurate information is reported to the Improvement Service within timescale; Arrangements in place for collection of accurate and complete information; Arrangements in place that meet the criteria in Audit Scotland's Direction for reporting performance information (including Public Performance Reporting); Audit Scotland SPI Direction and the council's statutory duties complied with; Council and Community planning partner performance information available from the Council's website; Annual submission to the Local Area Network auditors for the Council's shared risk assessment.	02	04	8

Action Codes	Linked Actions	Latest Note	Due Date	Status
CE.SIP.14.10.60	Build on the publication of the Community Planning Public Performance Reporting magazine, working with partners to improve PPR arrangements alongside the new Community Plan and SOA	Community Planning website is now established providing a range of community planning performance information.	31-Dec-2014	🟢

Code	Description	Progress	Due Date	Status
CE.SIP.14.10.61	Implement the next stages of the Local Government Benchmarking Framework	We are now in the third year of the LGBF and Renfrewshire participates fully with the requirements set out by the Improvement Service. Returns were made on time and reported on council website and the Council is a member of all the family benchmarking groups.	31-Mar-2017	▲
CE.SIP.14.10.62	Provide the CMT with quarterly performance reports on the Council's priorities	CMT Scorecard has been updated to reflect current strategic priorities and is reported quarterly to the CMT.	31-Mar-2015	●
CE.SIP.14.10.65	Ensure all services are monitoring and implementing their PSIF Improvement Plans from Cycle 2	All services that took part in the PSIF assessment sessions for cycle 2 have developed and submitted their improvement plans and are monitoring them. The overall PSIF results have been evaluated and presented to the CMT.	31-Mar-2015	●
CE.SIP.14.10.66	Lead on the Council's PPR framework for 2014/15	All elements of the Public Performance Reporting framework for 2014/15 are complete and all data is available on the website to comply with Audit Scotland's requirements.	31-Mar-2015	●
CE.SIP.14.10.68	Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfil our statutory duties	The Service has reported a wide range of indicators and information to meet external PPR requirements.	30-Sep-2014	●
CE.SIP.14.10.70	Lead on Best Value ensuring that the Council is prepared for the audit process	Our submission to the Local Area Network was completed in December 2014 and the Shared Risk Assessment concluded that no additional scrutiny was required.	31-Mar-2017	▲