

Head of Service, Office of Chief Executive

Service Improvement Plan 2017/18

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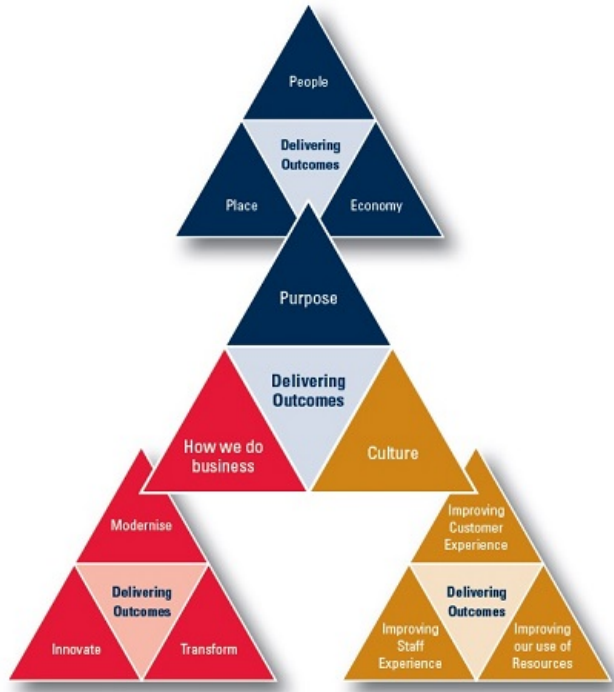
1. Introduction and Service Description

Shaping Aberdeen

Shaping Aberdeen sets out our overriding purpose that is:

“to ensure the people and place prosper and to protect the people and place from harm”

It outlines our aspirations and how we do business and shape our culture in order to get there. The Strategic Business Plan (approved on 22nd February 2017) sets out the business priorities and deliverables for 2017/18 which contribute to our purpose.



Shaping Aberdeen has 3 parts:

Our purpose - What Our Business is

To ensure the alignment of all Council strategies and plans to the Aberdeen City Local Improvement Plan’s vision, as well as ensuring clear delivery plans for the Council’s own set of strategies and priorities.

How we do business

The modernisation and transformation of how we deliver our services through making best use of technology.

How we behave as an organisation (Culture)

Capable, confident, engaged and positive *staff* who deliver excellent *customer* service and consciously make best use of our *resources*. An organisation that maintains its focus on its customers, its staff and how it uses the resources available to it.

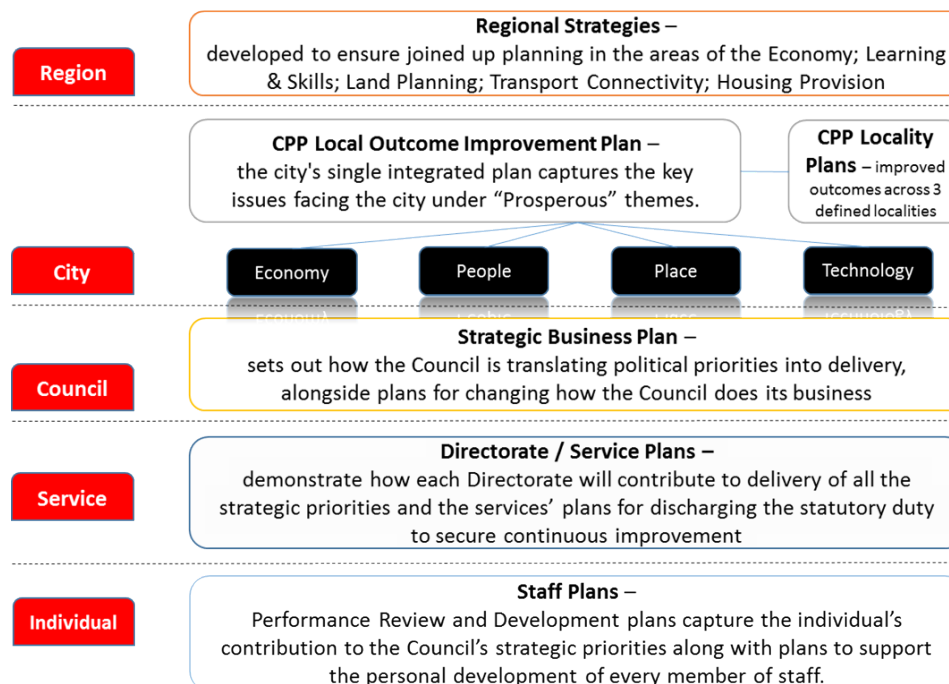
In taking forward the Shaping Aberdeen programme we will have continuous regard to the Council's vision for the future state of the organisation:-

Imagine Aberdeen City Council as a Council

- *that is focused on preventing harm to the place, economy and people rather than treating the harm.*
- *that nurtures, supports and enables its citizens and customers rather than a council that breeds dependency on it.*
- *that uses technology to deliver services instead of simply using it to digitize our customer and staff transactions with the council.*
- *that wants a relationship with its customers based on understanding and anticipating needs and supporting customers to meet those needs not necessarily through the council, rather than a transactional relationship.*
- *that is outward looking and plays a lead role in regional and city place planning.*
- *that encourages communities to take control and devolves decision making rather than a council that keeps control.*

1.1 Role of the Service Improvement Plan

As set out in the diagram below, this Service Improvement Plan has a key function in the overall planning process for the Council, and the North East, by demonstrating how the functions delivered by the Office of Chief Executive contribute to the delivery of the Council’s strategic objectives. The Plan connects the Service’s priorities, actions and resources to Shaping Aberdeen and gives a clear direction to the staff within the Office of Chief Executive.



The Plan has been developed through a review and understanding of the current and anticipated external and internal environment, including policies, legislation, socio-demographics, demand, available resources, risks and opportunities.

1.2 Overview of the Service

The Office of Chief Executive supports the Chief Executive in ensuring effective relationships are established, developed and maintained with local and national politicians, other partners and stakeholders both within and outwith the City. It seeks to ensure that the Council actively engages with government to ensure that the City's case for support is made and heard. The Office:-

- provides a corporate research and information service;
- oversees business management support for the Chief Executive including diary, correspondence and relationship management;
- co-ordinates the business management support provided to the Lord Provost, the Council Leader and elected members;
- is responsible for the Council's programme of civic activities and the running of elections in the City;
- incorporates the Council's External and Internal Communications function; and
- the Council's Marketing and Design function.

The External and Internal Communications team has responsibility for:

- proactive and reactive media relations and news gathering for ACC digital channels;
- resilience and emergency communications;
- speech and blog writing support;
- corporate level internal communications through editorial management of The Zone and production of quarterly Shaping Aberdeen bulletin; and
- supporting directorate and service led internal communications.

The Marketing and Design team has responsibility for:

- bespoke leaflets and posters;
- reports requiring design, printing and distribution support;
- advertising and sponsorship (including of external events and conferences); and
- campaigns regarding services and local issues

The customers of the service are council directorates that seek to promote services and policies to service users, residents, opinion formers and other stakeholders such as potential investors as well as residents and service users who have a right to know about services and provision in their locality.

2. Service Assessment

2.1 PESTLE analysis

<p>Political</p> <ul style="list-style-type: none">• 2017 Local Government Elections• United Kingdom’s exit from the European Union• 2017 UK Parliamentary General Election• UK and Scottish Government legislative programmes and policy priorities• Increasing emphasis on the importance of place leadership for the City and the wider North East• Potential return to COSLA membership	<p>Economic</p> <ul style="list-style-type: none">• Economic downturn in the North East• Delivery of City Region Deal / Regional Economic Strategy• Establishment of the Fiscal Policy Panel• National review of Enterprise and Skills• New taxation powers of the Scottish Parliament• Projections of lower local government settlements
<p>Social</p> <ul style="list-style-type: none">• Community engagement provisions from the Community Empowerment Act• Demographic projections of > +65 and -16 age population• Commitment to public and private housing• Locality plans to be developed / delivered	<p>Technological</p> <ul style="list-style-type: none">• Increasing connectivity with customers• Opportunities and imperatives to manage data more effectively• Smarter working for employees

Legal

- Governance implications of the financial Bond
- Governance improvement for Public Protection
- Accounts Commission's new approach to Best Value audit

Environmental

- National planning review and options for land use
- National, regional and local transport strategies
- Civil Contingencies / emergency planning

Summary of critical issues from the PESTLE analysis that will influence the plan

This is a period of significant flux in political governance locally, regionally, nationally and internationally. There will be very direct implications for the Service, flowing from the 2017 Local Government and UK Parliamentary General Elections. There will be a continuing need for ongoing informed engagement between the Council and the UK and Scottish Parliaments as legislation is developed, policy priorities are set and financial decisions are made.

There will be further very significant implications which are less clear in terms of the changing relationships between different levels of government (in the broadest sense) from withdrawal from the EU, to the powers of the Scottish and UK Parliaments, to the increasing regionalisation of public service, the growing influence of Community Planning and the need to build local approaches with communities and customers. The Service will support the Chief Executive to ensure that the Council and the City plays an active, engaged role in addressing the challenges and opportunities presented working through the networks and partnerships of which the Council is a member.

Given the above, key to the Service for the coming year will be improvements that wherever possible enhance the business management support provided to the Lord Provost, the Council Leader, elected members and the Chief Executive herself to ensure they are each able to respond effectively to the changing policy landscape.

The ongoing financial pressures facing the public sector apply directly to the Service and will require us to embrace innovation to allow us to continue to improve whilst becoming increasingly efficient. The pressures faced also require an enhanced response through the Council's External and Internal Communications functions to ensure that a clear and consistent narrative is provided to customers and staff in relation to the Council's use of resources.

The Council's Digital First Strategy provides us with a solid foundation on which to modernise our services, in particular how we communicate with stakeholders internally and externally and how we use data to support good decision making through performance management and planning.

2.2 SWOT analysis (Strengths, Weaknesses, Opportunities and Threats for the service)

<p>Strengths</p> <ul style="list-style-type: none"> • Adaptive and skilled staff; • Knowledge and experience of team members • Robust processes to deliver key tasks (e.g. elections) • Track record of successful delivery against statutory duties • Wide reach of Council’s digital channels for direct communication • Extensive networks of contacts within and outwith the City 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Employee engagement as evidenced by the 2016 Employee Opinion Survey results • Requirement for resilience and emergency communication plan • Knowledge and expertise held personally by individuals • Relatively low profile within the Council of a number of team functions
<p>Opportunities</p> <ul style="list-style-type: none"> • Post-election development of effective relationships with elected members • Development of more effective media relations policy and protocol • Established business management processes provide solid foundations for development • Support to be provided to the Lord Provost, Council Leader and Chief Executive in addressing the challenges of place leadership for the City 	<p>Threats</p> <ul style="list-style-type: none"> • Failure to manage effectively the twin pressures of increasing workload and reducing resource • Assurance for Health and Safety • Failure to establish through effective succession planning the passing on of knowledge and expertise

Summary of critical success factors emerging from the SWOT

Critical to the success of the Service in the coming year will be

- i) the effectiveness of the support provided to the Lord Provost, the Council Leader, the elected members and the Chief Executive as they deliver against the Local Outcome Improvement Plan and the Strategic Business Plan while at the same time meeting the challenges of the legislative and policy agendas being pursued by the UK and Scottish Governments;
- ii) the effectiveness of both the external and internal communications developed and delivered to inform customers and staff of the work underway within and outwith the Council on the delivery of Shaping Aberdeen;
- iii) improved levels of engagement across the team as an enhanced focus on the delivery of the Council's priorities is developed.

In addition, an organisation wide weakness has been identified with the sources and level of assurance in place for key risks. The Service has a key role to play in putting in place the necessary assurance measures for the risks it directly manages and for supporting the Chief Executive to receive appropriate assurance in her role as head of paid service.

3. Planned Improvements

3.1 Strategic Priorities – Driver Diagram

Prosperous Economy

Improvement Outcome	ACC Objective	Change Activity	How We will Measure Success	Baseline	17/18	18/19	19/20	Who will do it	People	Place	Technology
We will significantly improve the city through regeneration of our communities and ensuring a vibrant economy	We will develop and implement Locality Plans for those communities experiencing socio economic disadvantage	With colleagues we will integrate improvement activity identified within locality plans, into the Council's systems of performance management, risk and improvement.	% of adults agreeing that they can influence decisions affecting their local area	26% (2015)	+2%	tbc	tbc	PPP Manager	✓	✓	
	We will engage with UK and Scottish Governments, and other decision makers, to positively promote and support the economic vibrancy of the City.	Develop appropriate, timely and useful mechanisms for the meaningful exchange of relevant information with MPs, MSPs, Stakeholders and Partners establishing a regularity of contact throughout the year.	Qualitative assessment to be reported.	NA	NA	NA	NA	PPP Manager / All	✓	✓	✓

Prosperous People

Improvement Outcome	ACC Objective	Secondary Actions	How We will Measure Success	Baseline	17/18	18/19	19/20	Who will do it	Economy	Place	Technology
Children in Aberdeen City are healthy, happy and safe, and enjoy the best possible childhood	We will ensure that the Council shows how the impact on children has been considered in all strategic planning and decision making	Through the Performance, Risk and Improvement corporate change work stream:- <ul style="list-style-type: none"> • Design and implement corporate standard for ACC strategies; • Co-ordinate update and review of ACC strategies where required to reflect impact on children 	Strategies and plans identify impact on children	New Measure	100%	100%	100%	PPP Manager	✓	✓	✓
We will improve multi agency support for vulnerable children and young people	We will implement the recommendations of the Good Governance Institute's review of Public Protection as they relate to Aberdeen City	Establish a change plan which has traction and create a board assurance framework for the Public Protection Chief Officer Group	• % of recommendations due which are fully implemented	0%	100%	-	-	PPP Manager	✓		
We will advance equality and reduce harm, harassment and abuse towards those individuals at risk/ potential risk.			• % of risks with appropriate assurance	New Measure	90%	100%	100%	PPP Manager	✓		
We will implement a city wide strategy promoting participation of children and young people and children's rights, in partnership with other services within and beyond the council, including Unicef UK	We will Promote Youth Democracy and Political Literacy, in accordance with ICS Participation Strategy	Working on behalf of the Chief Executive in her role as Returning Officer members of the team will support colleagues in developing youth democracy participation activities and events	No. of established forums whereby young people can participate in youth democracy	New Measure				HoS	✓		

Prosperous Place

Improvement Outcome	ACC Objective	Secondary Actions	How We will Measure Success	Baseline	17/18	18/19	19/20	Who will do it	Economy	People	Technology
We will maintain resilient and effective Category 1 and Category 2 Responders (as defined by Civil Contingencies Act 2004)	We will implement the recommendations of the self-assessment framework for civil contingency responders	Support the Chief Executive in leading and delivering on actions relevant to ACC.	<ul style="list-style-type: none"> • % of actions due for OCE which have been fully implemented 	New Measure	100%	-	-	PPP Manager	✓	✓	
			<ul style="list-style-type: none"> • Maintain participation of all partners in Local Resilience Partnership groups and plans 	100%	100%			PPP Manager	✓	✓	
			<ul style="list-style-type: none"> • % of post incident reviews concluding that the emergency response was appropriate 	New Measure	100%			PPP Manager	✓	✓	
		Develop emergency response strategy, protocol and toolkit for effective management of crisis communications and incident response	Qualitative assessment					E/IC Manager			

Enabling Technology

Improvement Outcome	ACC Objective	Secondary Actions	How We will Measure Success	Baseline	17/18	18/19	19/20	Who will do it	Economy	People	Place
We will share data across public sector partners in order to deliver services and protect citizens	We will implement the Council's "Being Digital" strategy to support citizens, businesses and visitors connect easily from their homes or other locations	Team members will work closely with all appropriate colleagues in the development and delivery of communications activities to support the roll out of "Being Digital"	Measures to be established								✓
We will use data to enable evidence based business and policy decisions of Community Planning Aberdeen and the Council	We will support the implementation of a corporate Data Office	Take a lead, within the Performance, Risk & Improvement change work stream, to ensure that appropriate data and analysis is in place to support the delivery of improvement planning	% of agreed LOIP and Strategic Business Plan measures without an appropriate data source	New Measure	0%	0%	0%	PPP Manager	✓	✓	✓
	Refocus the Research and Information Team to ensure the most effective connections are made both within and outwith the Council.	Oversee consultation process applying quality assurance and strategic fit	% of consultations issued following agreed QA and governance process	New Measure	100%	100%	100%	PPP Manager	✓	✓	✓
		Embed use appropriate of "Citizen Space"	% of consultations where analysis and feedback to consultees is appropriately documented	New Measure	100%	100%	100%	PPP Manager	✓	✓	✓

3.2 Service Improvement – Driver Diagram

This must be based upon coherent, evidenced based “theory of change” and driven by data. State the specific changes to be made which you predict will deliver improvement. Include measures which will show the impact of the changes.

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
									✓	✓	✓
Increase the Council’s influence on and response to external drivers through better horizon scanning and engagement	Develop and embed corporate issues log which includes political and legislative issues.	Consolidate issues log with system of risk management and line management 1-2-1 process	Issues log established, populated, updated and monitored	No	Yes	Yes	Yes	PPP Manager	✓	✓	✓
			Major “incidents” where risks and assurance had not been identified	New Measure	0%	0%	0%	PPP Manager	✓	✓	✓
	Support the expression of the Council’s agreed priorities into the strategic planning framework of the organisation	Improvement systematically delivered to deliver strategic priorities	Renewed Strategic Business Plan presented to Council;	Yes	Yes	Yes	Yes	PPP Manager	✓	✓	✓
			delivery evidenced through regular performance updates	No	Yes	Yes	Yes				
	Ensure robust scrutiny of performance at all planning and delivery levels (internal and external)	Lead the improvement, performance and risk work stream in order to strengthen the Council's governance arrangements	% of work stream project plan milestones met	New Measure	100%	100%	100%	PPP Manager	✓	✓	✓
Build relationship with UK and Scottish Governments and Parliaments representatives / Members	Develop appropriate, timely and useful mechanisms for the meaningful exchange of relevant information with MPs, MSPs, Stakeholders and Partners establishing a regularity of contact throughout the year.	Attendances at Scottish Parliament Committees	2	>	>	>	PPP Manager	✓	✓	✓	

This must be based upon coherent, evidenced based “theory of change” and driven by data. State the specific changes to be made which you predict will deliver improvement. Include measures which will show the impact of the changes.

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		Maximise any renewed relationship with Cosla	Qualitative assessment	NA				PPP Manager	✓	✓	✓
	Build relationship with new external auditor	Regular meetings with agreed record.	Effective and timely LAN programme	May	Feb			PPP Manager			✓
		Early and continued engagement with plans and scope of work. BV audit that supports improvement at ACC	Qualitative assessment of BV Audit outcomes	NA				PPP Manager			
Increase staff reporting they are engaged employees	Implement internal communication plan	Hold regular 1-2-1s which are structured on staffs’ objectives and development	% of staff stating they are fully or partially engaged	87%	100%	100%	100%	E/IC Manager		✓	
	We will complete all PR&Ds within required timescales	Review objectives throughout the year	Score (1 – 10) for staff who indicate that their PR&D was of value	5.49	8	9	10	All		✓	
Increase the % of staff who are satisfied with their working environment and arrangements	Increase the roll out of smarter working across the Service	We will review with team members how more of the Service’s output/outcomes can be delivered through smarter working.	Score (1-10) for staff agreeing they have all the tools, equipment and technology necessary to do my job	7.02	>	>	>	HoS		✓	
			Score (1-10) for staff agreeing they strike the right balance between home and work life	6.3	>	>	>	HoS		✓	
	The Service will wherever possible move to a digital-first option in delivering for	We will work with appropriate corporate colleagues to introduce	Qualitative assessment	NA				All	✓		

This must be based upon coherent, evidenced based “theory of change” and driven by data. State the specific changes to be made which you predict will deliver improvement. Include measures which will show the impact of the changes.

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
	its customers.	digital solutions across the Service.									
Reduce health, safety and wellbeing risks to employees, members and customers	We will jointly as a team address health, safety and wellbeing issues affecting both the team and those we serve	Establish and monitor health, safety and wellbeing protocols for elected members	No. of accident	1	0	0	0	HoS Dir Support Manager			
		We will deliver the outcomes set out within the Corporate Governance and OCE Health, Safety & Wellbeing Improvement Plan	No. of near misses	2	0	0	0	HoS Dir Support Manager			
			Average number of days lost through sickness absence	9.1	9.0	8.0	7.0	HoS All			
We will improve customer experience and query resolution	Review and revise the flow of MP/MSP and Councillor correspondence	Make use of digital solutions for contact and seek ways to increase transparency and reduce the need for contact.	% of MP/ MSP enquiries responded to within 15 working days	43%	60%	80%	90%	PPP			
			MP/ MSP office satisfaction with process	New Measure				PPP			
			% of Councillor enquiries responded to within 15 working days	66.7%	90%	90%	90%	All			
An enhanced understanding of ACC’s vision, objectives and activities through communications activity.	Drive traffic to ACC website news section through social media signposting and engagement	Both Primary and secondary drivers will be defined by depending on the Improvement Outcome	Web analytics, including year on year statistics	New Measure				E/IC Manager			
	Use of analysis to inform and improve	Enhance forward planning around media activity,	Demonstration of improved service to					E/IC Manager			

This must be based upon coherent, evidenced based “theory of change” and driven by data. State the specific changes to be made which you predict will deliver improvement. Include measures which will show the impact of the changes.

Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
	communications activity	including full advance briefings and improved communications grid	internal clients – Qualitative Assessment								
		Measure and monitor media enquiries and responses	Number of media enquiries and response rates	New measure				E/IC Manager			
		Provide monitoring and evaluation to services and elected members, including daily coverage round-up and individual release updates on coverage and sentiment.	Completion rate of daily (business days) media briefing	New measure				E/IC Manager			

4. Resources Summary

4.1 Revenue Budget 2017/18

Directorate	Budget 2016/ 17 £'000	Outturn 2016/ 17 £'000	Variance to 2016/17 Budget £'000	Budget 2017/18 £'000
Head of Service Office of Chief Executive	1,157,960	1,105,586	(56,095)	1,595,992

Commentary on Revenue Budget

The Service will deliver its key priorities and its planned improvements within a reducing overall spend (it should be noted that the increase in the Services budget for 2017/18 is accounted for by the specific costs relating to the delivery of the 2017 Local Government Elections). The Service will play an active role in achieving corporate efficiencies and in adopting new working arrangements.

Head of Service Office of Chief Executive	Budget 2016/ 17 £'000	Outturn 2016/ 17 £'000	Variance to 2016/17 Budget £'000
Staff Costs	1,170,828	1,168,331	(2,497)
Premises Costs	61,109	184,413	123,805
Administration Costs	202,187	207,226	15,004
Transport Costs	57,022	47,292	(3,731)
Supplies & Services	150,278	351,076	191,230
Commissioning Services	16,337	16,337	0
Transfer Payments	152,000	344,290	192,290
Other Grant-Reimburse-Contrib.	(316,440)	(951,384)	(610,005)
Recharges To Other Heads	(335,361)	(294,783)	40,578
Other Income	0	(2,769)	(2,769)
Total			

4.2 Capital requirements

The Service has no capital requirements for 2017/18.

4.3 Asset Management

Asset Demand

Taking into account previous sections describe the portfolio required to deliver the service now and in the future. At this stage it is not necessary to give the numbers of properties required but the types and overall size. e.g. The Council requires fit for purpose children's homes able to accommodate up to 40 children.

The Service occupies desk spaces in the Town House and at Marischal College and wherever feasible adopts smarter working practices. The Service currently has no additional asset requirements.

Current Asset Summary

As above, plus the Elections Team currently occupy a Council light industrial unit in Dyce which provides storage for polling equipment etc. The Service is working with Land & Property Assets colleagues to identify alternative storage in order to free up this unit.

Gap Analysis

As above.

4.4 Workforce Planning

Introduction

In order to deliver our business strategies and improvement plans we need a workforce that is “*capable, confident, skilled, motivated and engaged*”. Planning for how we will have a workforce that meets this profile is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees with the right behaviours who are aligned with our vision and values. To successfully workforce plan, we need to forecast future gaps between demand and supply of critical talent, and have effective strategies and activities in place to bridge those gaps. It is a continuous process of shaping our workforce to ensure it is capable of delivering service and organisational objectives both now and in the future.

Factors that influence our workforce planning

We recognise that the future shape of our workforce, and the many workforce challenges we face in terms of supply and demand, will be influenced by a range of internal and external factors and change themes (e.g. the external market and competition, political and legal changes, changing demographics, society and technological advances). For example, the impact of Brexit; impact on the local employment market of the falling oil price; the changing employment demands of the workforce; ageing population and reduced fertility rate; cuts in external funding with increased demand for services; and the need to modernise and transform how we do business (e.g. impact of our Being Digital Strategy).

Focus on succession planning

The most effective way to meet these workforce challenges is to develop strong succession plans to help us attract people with the knowledge, skills and abilities we need, retain key employees, develop our existing teams and prepare suitable replacements internally through a variety of learning and development activities. Succession planning therefore underpins our workforce planning.

How we will succession plan

Our plans for succession will:

- support **service continuity** when key people leave
- help us to **attract** people with the skills, qualifications, knowledge, abilities we need as well people with the right cultural/motivational fit
- demonstrates an understanding of the need to have the **right number and type** of people to achieve strategic plans
- help us to **retain key employees** and give our staff the future **skills** they'll need
- develops **career paths** for employees which will help us to recruit and retain high potential, top performing people

- prepare **suitable ready replacements** internally through a variety of learning and development activities
- give us a reputation as an employer that invests in its people and provides opportunities and support for advancement (making the Council an **'employer of choice'**)

Our focus is on developing succession plans for key occupational groups within our workforce i.e. business critical, hard to fill posts. In the following sections, we have identified the occupations that fall into this category, the supply and demand issues these occupations face and the strategies, plans and activities that have been put in place to address these issues.

Our business critical/hard to fill occupations

Succession planning actions

Post Titles

What are the issues?	What we're experiencing	What are our plans?
Communications Business Adviser		
<ul style="list-style-type: none"> • Poor quality and quantity of applications. • Social media awareness and skills in viral marketing. New methods of communication. • More ability to be self-directed and proactive in their work. Tools and platforms used may be different. There will be a required to deal with a large information output. 	<ul style="list-style-type: none"> • A need to broaden skills / capacity 	<ul style="list-style-type: none"> • Contact RGU to organise placements for students on undergrad and postgrad courses in communication and marketing. • Offer training including social media / viral marketing. • Staff to be trained to use Precise Media Platform which will enable analysis and the monitoring of campaign methods for their effectiveness. • Explore 50% funding to put some staff through a postgraduate qualification in communications / marketing. Explore CIPR / PRCA registration through salary sacrifice.

- Job title open and vague which makes it difficult to recruit externally.

- Potential review of job titles.

Design and Graphics Officer & Design Technician

- Designing for web and social media. More material is moving online and over time this will increase. Therefore, these skills will be more important as time goes on.
- Need further project management skills.
- Limited progression opportunities.

- Offer courses on infographics and viral campaigns. Skills shared with Communication Business Advisers and vice versa to create multi-skilled staff.

Explore suitable courses (inc. NESCOL; The Guardian)

Skills may be shared with the Communications Business Advisers and vice-versa to create multi-skilled staff.

- More scope to run clients and get involved in initial client interactions.

5. Assessment of Risks

Service Delivery Area	Risk Category *	Risk Description	Risk Severity	Risk Owner	Controls & Mitigation
Risk of inadequate Business Continuity arrangements	Customer / Citizen; Employee; Legal and Regulatory; Reputation	The OCE suffers a loss of key systems, staff or assets. Potential for serious harm / loss of life to members of the community; litigation; prosecution; reputational damage.		Ciaran Monaghan	Testing regime to support continuing fit for purpose. Non-critical BCPs to be reported to Committee and review regime for critical BCPs to be devised.
Risk of not effectively managing elections	Legal and Regulatory; Reputation	The effect could include results being delayed; results being challenged; and results being declared invalid. The implications of these would be variable, but overall are considered to be "serious".		David Gow	Business continuity evaluated and appropriate arrangements in place to operate without technology. Extensive training programme in place for each election. Workforce planning undertaken and sustainable skills and knowledge secured.
Risk that the Chief Executive's ability to fulfil statutory duties is compromised through inadequate controls and assurance reporting	Legal and Regulatory; Reputation	Failure to comply with statutory duties could have significant personal and organisational impact. These include harm of individuals due to a failure in the council's duty of care or health and safety. They could also include loss of assets (theft, fraud) and sanctions from regulatory bodies.		Ciaran Monaghan	Formal schedule, format and governance forums agreed for all reporting and scrutiny of all statutory officers and other identified officers.
Risk that Health, Safety and Wellbeing incidents including cases of ill health, are not recorded, reported, reviewed and monitored and	Customer / Citizen; Employee; Legal and Regulatory; Reputation	Non-compliance with HSE legislation / guidance, initiatives and corporate Health and Safety policy. Increased costs to the organisation relating		Martin Allan	Review and learn lessons from all accidents and incidents; Engagement with Corporate Health and Safety Committee; Trends reported to SMT; Processes and compliance monitored through audits and management assurance; Implementation of Maximising Attendance Improvement Plan for OCE including implementation of target reduction, evidenced through

<p>that areas for improvement are not identified and implemented</p>		<p>to employee absence. Criminal prosecution resulting in fines or imprisonment. Reputational damage. Compensation claims. Attendance levels impacting service delivery.</p>			<p>performance indicators.</p>
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