
Report to Resource and Audit Committee

Date of Meeting: 19 June 2014

Subject: Annual Report - Strategy & Customer Service; Support Services

Report by: Senior Support Services Manager, and Head of Strategy & Customer Services

1.0 Purpose

- 1.1. This report presents the Annual Reports for both Support Services and for Strategy & Customer Services. These services form the Finance and Corporate Services Directorate.

2.0 Recommendations

- 2.1. The Committee is asked to consider the content of both Annual Reports and comment on or challenge as appropriate.

3.0 Considerations

- 3.1. The Annual reports for both services provide Committee members with an overview of the activities of the services over the twelve month period 1 April 2013 to 31 March 2014. The Annual Reports are attached as **Appendices A1** and **B1**.
- 3.2. The Annual Reports summarise activities carried out over that period, provide highlights of the same period, celebrates success and recognise where continued improvement is required.
- 3.3. A summary is provided of each service's financial performance with more detailed information being provided in a separate report to this Committee.
- 3.4. **Appendices A2** and **B2** provide Committee members with the covalent reports that contain each service's annual performance against agreed KPIs. Additional comments are provided by each service in section 4.2 of **Appendices A1** and **B1**.

4.0 Sustainability Implications

4.1. There are no sustainability implications associated with this report

5.0 Resource Implications

5.1. *Financial Details*

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

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

5.4. *Staffing*

5.5. There are no staffing implications associated with this report.

6.0 Exempt Reports

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

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) Council Policies (Please detail)

None

8.0 Equalities Impact

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

Yes No N/A

9.0 Legality

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

10.0 Appendices

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

A1. Annual Review Support Services

A2. Annual Review Support Services Covalent Report

B1. Annual Review Strategy & Customer Services

B2. Annual Review Strategy and Customer Services Covalent Report

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Julie Burnett	Senior Support Services Manager	2022
Stuart Crickmar	Head of Strategy & Customer Services	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Julie Burnett/Stuart Crickmar	Head of Support Services Head of Strategy & Customer Services	 
Nikki Bridle	Director of Finance & Corporate Services	

Support Services

Annual Review Report 2013-14



June 2014

1 HEAD OF SERVICE INTRODUCTION & OVERVIEW

The past year has been one of continued change and challenge for Support Services.

A number of new or revised corporate strategies and policies have been implemented over the past twelve months including the ICT Strategy, Information Management Strategy, Governance Strategy, People Strategy, Maximising Attendance Policy and the ICT Asset Management Plan.

The four services that make up Support Services have taken the opportunity to review structures as any vacancy has been presented. This approach has led to streamlining of some processes, the reallocation of some work and changes in the way in which the services are organised. Each service is responding to changing customer needs, the current financial situation and to the governance requirements of the Council.

Proactive engagement with service management teams has helped to embed the understanding and the application of good governance practice. Although it is recognised that work in this area continues to be a requirement, it is pleasing to note the improved understanding of the importance of good governance practice. All Support Services have taken the opportunity to highlight good governance practice in their dealings with other services over the last twelve months.

The peer challenge and peer review panels in preparation for the Annual Governance Statement have continued. These have added further to understanding and an improvement in good practice in governance throughout all services. Links have continued and been strengthened with colleagues in Strategy and Customer Services in respect of the management of risk.

The legal team continues to provide support to the Committee structure, ensuring compliance with Local Government legislation and the Council's own Standing Orders. The accountancy team provides timely and accurate financial information to support reports to all service committees as well as providing assurance through regular briefings and papers relating to the overall financial performance of the Council.

The service submitted improvements in performance and process for reassessment for Customer Service Excellence accreditation in November 2013. Accreditation was confirmed with a number of compliance plus notifications. Credit is given to a small number of staff from across Support Services who gathered the evidence required and met with the assessor. The confirmation of achieving the high standards of customer excellence is proof of the efforts made by all services to put the customer at the heart of our business.

Efforts continue to improve communication with different staff groups and teams. We have introduced the information cascade with key messages from FCS management team meetings and continue to invite all staff to feedback either directly to a member of the management team or through service team meetings. Team meetings and briefings are held on a regular basis for every support services team.

The project team that was set up to implement the new, integrated HR & payroll system has continued to work together to implement stage 2 of the project. Some initial system problems were identified by the team who have been working with Midland consultants to resolve them. Some issues were not dealt with by the supplier as part of phase 1

leading to operational problems. The skills and knowledge of members of the project team have developed and grown to a level of expertise that will serve the Council well in future years. Further changes are planned for the next 12 months with the introduction of a fully integrated systems team that will deal with and manage all aspects of pay for employees as well as continue to develop the system to create further efficiencies.

The role of project coordinator has been made permanent with the aim of continuing to capture and monitor performance of all support services projects. This is a significant improvement in working practice and enables all managers to view all service projects and progress against delivery. Managers can allocate resources effectively and prioritise workloads depending on corporate and service requirements.

The Revenues Service continued to provide members' briefings and papers on the subject of Welfare Reform and its impact in Clackmannanshire. The cross-council Welfare Reform Working group meets on a bi-monthly basis and includes community groups and partner organisations. Some excellent work has been carried out by this group including the award of lottery funding to enable the set up and provision of basic banking facilities in preparation for the introduction of Universal Credit.

The move to Kilncraigs was completed at the end of March. New ways of working including remote access, flexible working and working from home have been introduced and are being tested.

Looking forward, the challenges for Support Services will be meeting increasing customer expectations balanced against the need to prioritise service resource allocation. As other Council services seek a managed contraction of services, additional support may be required from the HR and Accountancy services in particular. The ICT service faces the challenge of the requirement to provide access to systems across a wider timeline, increasing the need for customer support and reducing the time available for systems maintenance and improvement. The changing needs of customers affected by Welfare Reform will bring its own challenges for the Revenues service.

Ongoing Welfare Reform changes and the impact on the Clackmannanshire Community remain a priority as does the need to continue to improve the knowledge and understanding of good governance practice. This statement was made in the 2012/13 annual report but remains valid 12 months later.

Business transformation through the "Making Clackmannanshire Better" programme will depend on the delivery of a number of identified projects within support services. All support services state their aim of continuing to develop and improve as part of their service plans.

2 HIGHLIGHTS OF THE YEAR

April to June 2013

- Internal Audit Annual Plan submitted to and approved by Resource & Audit Committee.
- New payroll system implemented allowing RTI to be submitted to HMRC.

- Annual Governance Statement was produced for sign off by the Chief Executive and the Leader of the Council along with identified actions for improvement
- Provided a Health & Safety enquiry logging and management system giving centralised visibility of H&S enquiries for the first time

July to September 2013

- HR and Payroll team was nominated and shortlisted for a national award.
- The Council achieved compliance with the new PSN requirements; one of the first Scottish Councils to do so.
- Statutory accounts completed by the Accountancy Team with no audit adjustments and within timescale.
- Auto-enrolment was successfully implemented for September and October payrolls. 800 employees were enrolled into the Local Government Pension Scheme.
- Clackmannanshire Council increased its spend on products and services sourced locally within Clackmannanshire from 16% in 2012 to over 25%.
- Achieved the Silver Award for healthy living as a result of health promotion policies and the provision of a range of information and support for employees.

October to December 2013

- Support Services achieves re-accreditation for Customer Service Excellence along with a number of compliance plus awards.
- Negotiations with Trade Unions intensify regarding changes to Terms & Conditions
- 26 consultative meetings held with staff groups from across the Council
- 1% pay award plus backpay calculated and paid in December's pay
- Runner Up Scottish Gazetteer Custodian of the Year at Geoplace Exemplar Awards 2013 in London
- The Council achieved a score of 37% in the annual Procurement Capability Assessment, an increase of 6% from 2012.
- A successful lottery bid resulted in Clackmannanshire receiving £131k over two years to support the set up and operation of a basic banking service by Grand Central Savings.

January to March 2014

- Counter proposal from TU members accepted with change to 35 hour week agreed generating savings of c£900k in 2014/15
- Phase 2 of the new HR & Payroll system tested with manager and employee self-service training.
- Job families project commenced and linked with *Making Clackmannanshire Better* programme.
- Delivery of ICT infrastructure and move of council staff into Kilncraigs

3 FINANCIAL PERFORMANCE

The outturn for Support Services for 2013/14 is £6,224m against a budget of £6,334m. This returns an underspend of £110k compared with budget. The undernoted table outlines the financial position as at 31 March 2014, comparing the projected expenditure for this period with the profiled budgeted expenditure.

	Annual Budget 2013/14	Budget to 31/03/14	Outturn	Variance
Director	115,030	115,030	116,518	(1,488)
Accountancy	1,343,860	1,343,860	1,325,715	18,145
Revenues & Payments	1,397,830	1,397,830	1,423,790	(25,960)
Head of Support Services	113,560	113,560	97,968	15,592
Governance	1,545,320	1,545,320	1,476,102	69,218
IT	1,818,370	1,818,370	1,784,295	34,075
	6,333,970	6,333,970	6,224,388	109,582

In Summary, all areas within Support Services generate under spends from vacancies, with timing of recruiting being a large factor. A restructure of Revenues Services took place mid way through the year with additional resources placed into setting up the new Scottish Welfare Fund and the implementation of the new Payroll/HR system. Projects such as Job Families and Corporate Parenting have been delayed in getting started, but are now ready to be taken forward. All of these have been taken into account as part of the budget challenge sessions in 13/14 with future savings being offered and taken.

The savings offered as part of the budget challenge process in 2013/14 have been achieved with the sole exception of additional income that was projected. Further savings have been made within the thinkWhere contract (formally FVGIS)

The outturn includes expenditure of £120k, an overspend of £25k, relating to corporate contracts including Occupational Health and Physiotherapy. The variable cost of these contracts depends on usage throughout the Council.

4 PERFORMANCE

4.1 Service activity - Key Issues

The Support Services vision is to ensure that financial and human resources, IT systems and governance processes are aligned to the strategic aims of the organisation to facilitate the delivery of the Council's corporate priorities in a legally compliant, cost effective and efficient way.

The Support Services mission as set out in the Support Services Business Plan is "to enable senior officers, managers, elected members and staff in the delivery of their objectives by providing professional, added value, proactive advice and support. This includes advice and support to manage resources whether they are human, technological or financial".

The information provided builds on the first three quarters' reports for 2013/14 to provide an overview of the full twelve months.

Shared services - A Taking Stock exercise in December 2013 resulted in both support services teams from Clackmannanshire and Stirling recognising that the current position does not support the shared services in the most effective way. Both teams

made a commitment to implement change once a strategic direction was agreed. A number of options were considered for further development. Service Managers meet or speak with their counterpart from Stirling on a regular basis to identify opportunities for change and more efficient working practices.

Equal pay issues – Three open events were arranged during 2013/14 where known claimants were invited to meet with independent legal advisors and members of the HR team. Offers were made to all who attended and settlements were made shortly after each session. Meetings were also held with some individuals who were unable to attend the scheduled meetings. As at 31.3.14, there are 40 outstanding claims plus 16 at Employment Tribunal. Data is being checked then one final session will be organised where a final settlement offer will be made. Discussions are on-going with national Trade Union representatives to achieve resolution for the small number of outstanding claims.

Budget Challenge - Savings of £241k offered as part of the previous year's budget challenge have been achieved through budget realignment. The one area where the predicted saving was not achieved was that of additional income. The shortfall is £8k.

The four corporate business cases where support services take the lead are set out below.

- Voluntary Severance

The criteria for Voluntary Severance were changed during Q3 of 2013/14 to allow services to maintain posts but make the required savings elsewhere in their operating budgets. In addition, the Directors Group will take a corporate overview of requests for VS to identify how the Council's overall position might enable employees to leave if savings can be made elsewhere in the Council. Savings in the region of £128k were achieved through VS in 2013/14.

- Procurement

Procurement savings were made during 2013/14. However there was no established method for tracking where the savings occurred to realign budgets. Work was carried out to identify areas where contract renewal is due or where nationally negotiated contracts will deliver savings. This has allowed those areas of expenditure to be identified and budget reductions made. Regular monitoring of performance between the Procurement Manager, Accountants and Services will confirm what savings have been achieved during 2014/15. A budget saving of £100k is estimated for 2014/15.

- Terms & Conditions Review

Regular monthly meetings with Trade Union representatives took place throughout 2013 to consider the range of options related to Terms & Conditions. An Employers proposal was made and presented to staff in November 2013 through a series of consultative meetings. A counter-proposal was received following Trade Union meetings which proposed a drop in hours from 36 to 35 hours along with the equivalent drop in salary. This counter proposal was balloted through TU members in January 2014 with the result that the changes were accepted. Implementation will be during the first half of the budget year 2014/15. £900k of savings is estimated in 2014/15 with a further sum in 2015/16 (residual balance)

- Income & Charging

The Council publishes a Charging Register on an annual basis. Building on the work done during 2012/13, a revised schedule that takes into account changes in charges resulting from budget decisions was completed in March 2014. Work will continue over the next 12 months to continually review all charges made for Council services and to identify other potential sources of income. Additional income of £175k was identified through this exercise. Actual income achieved will be monitored throughout the 2014/15 budget year.

Supporting & developing staff

The objective for Support Services learning and development plan is to support the delivery of corporate and service objectives and CPD to maintain and develop professional knowledge and skills. All requests for learning and development will be required to demonstrate the link to the Corporate Plan and Service Plan. All requests will be identified through the PRD process.

Service Managers and Team Leaders from across Support Services have been participating in the Council's Leadership and Management Development Programme, one of the key aspects of the *Making Clackmannanshire Better* (MCB) programme. The PRD process in 2014/15 will identify those members of staff who aspire to be part of the next stage of this programme which aims to develop those employees with the ambition to be future managers of Clackmannanshire Council.

Regular team meetings and individual meetings are held on a regular basis across the Support Services teams. Significant improvements have been achieved in the number of Support Services staff attending a PRD meeting during 2013/14. This ensures that there is fair and equal access to learning and development opportunities as well as being clear that service bids for learning and development must support service and corporate objectives.

TU engagement

Continues with regular consultative meetings and quarterly tripartite meetings. TU reps are invited to be involved in key project workstreams across all council services.

thinkWhere (formally FVGIS) -

Contract review meetings are planned for each quarter, scheduled in advance. The ICT Service Manager provides service user input at these meetings.

Confirmation of contract requirements and contract price are agreed for 2014/15 with a small saving being made in comparison to contract price in 2013/14. The current contract ends in June 2015 with an option for to either extend the contract or provide some service in-house after that date.

The Council retains an interest and a liability regarding FVGIS as a company, with representation on the Board.

Annual Governance Statement -

The Annual Governance Challenge Panels are planned for April and May 2014. Members of the Internal Audit Team are also involved in challenging and verifying that internal controls and action plans are in place. The draft Annual Governance Statement

will be presented to the Council meeting on 26 June 2014 as part of the draft annual accounts paper.

HR & Payroll system.

The project has now moved into phase 2 which has delivered employee and manager self-service (ESS and MSS) Further improvements are planned that will improve the automation of processes and deliver efficiencies and savings. The system team will integrate to share knowledge and skills and deliver continuous improvement.

Welfare Reform

The Welfare Reform Working Group continued to meet bi-monthly with consistent membership. External partners from local Housing Associations, DWP and voluntary organisations are included and contribute to the work of the group. A successful lottery bid will deliver a banking service that will benefit those who may not have access to such services currently. The focus of the group currently is on the introduction of Universal Credit and the significant changes that will bring.

The number of enquiries received by the Revenues and Benefits team peaked in April 2013 when the Welfare Reform changes were implemented but continued at a high level throughout the year. The team has made a huge effort to communicate with all Council tenants about the changes. Resources were focused on those tenants most likely to be affected by the changes. A number of vacancies within the team have been challenging to fill due to a lack of suitably qualified staff.

The implementation of the Scottish Welfare Fund, locally delivered, was completed for 1 April 2013. The provision of this service has been subject to review over the course of the year. System issues were identified as part of this review which concluded that while awards were being made in accordance with agreed criteria, some of these were not being processed correctly and the totals reported as being awarded were being skewed downwards. Clackmannanshire is one of several Councils whose returns were affected in this way.

The HR team has set up a job families project team that will be considering a wide range of issues associated with pay and grading. The impact of paying a Living Wage of £7.69 per hour as a minimum has had the effect of eliminating the lower two pay grades. The impact of these changes on the remainder of the pay scales will be analysed with the resulting report and recommendations being presented to CMT.

Business planning for 2014/15 is now complete with the draft Resources & Governance Business Plan being presented to this Committee for approval. The draft plan has been shared with service teams to enable them to comment and to draft their own service and operational plans in support of corporate and service objectives. The Support Service risk register and issue log has also been reviewed and updated.

4.2 Performance

The majority of support services work supports the corporate priority of ensuring the Council is effective, efficient and recognised for excellence. However, both legal

services and the revenues and payments team also support the corporate priority of ensuring vulnerable people are supported.

The KPIs reported are those agreed for the Support Services business plan for 2013/14. Many of the agreed performance indicators relate to corporate performance and some are reported on an annual basis. Comments are made within the Covalent report (**Appendix 1**) with some additional information below.

Corporate Plan Priority Outcomes

"The council is efficient effective and recognised for excellence".

The majority of Support Services functions contribute to the above priority outcome from the Corporate Plan.

The KPIs reported in **Appendix 1** and service objectives demonstrate this contribution. Monitoring of performance is not sufficient in isolation and service teams will consider improvement actions that will increase performance in future years. Some of these actions will be the responsibility of the service and others will involve the service taking a lead role to improve corporate performance.

Sickness absence levels across the service show an increase when compared with reported absence levels in 2012/13. A number of staff who were absent on a long term basis during the year have been supported to return to work over the past 12 months.

Council tax collection rates have decreased slightly to 94.73%, a reduction of 0.57% when compared with 2012/13.

"Vulnerable people and families are supported"

The Revenues and Legal teams work to support this priority outcome from the Corporate Plan.

Of particular interest is the time taken to process new claims and changes to existing claims (Revenues Service) The reported fall in performance early in the year was due to circumstances entirely outwith the ability of the service to manage and resulted from an external DWP system (ATLAS) not functioning properly. This problem persisted and was further exacerbated by the changes required as a result of Welfare Reform. However, further investigation by the Revenues management team and input from the DWP improvement team has identified options for improving our own performance and an improvement plan is now in place.

The proactive approach to the changes introduced by Welfare Reform demonstrates how the Revenues Service works to meet the priority outcome above. The Scottish Welfare fund was moved to local authority control in April 2013, teams have dealt with new systems and customers well with all claims being met within target timescales.

Appendix A provides the full year's performance data.

APPENDIX A

Support Services Covalent Performance report

General Comments

There are a number of Support Service KPIs that were introduced in 2013/14, resulting in a three year trend not being available.

Actions included in the business plan and also monitored for progress reporting were reviewed as part of the business planning process for 2013/14. Many were revised for 2013/14 to provide a list of actions that link more closely to service objectives.

At the support services business planning review meeting in January 2014, it was discussed and agreed that a three year action plan is more realistic to report against as some of the target dates and projects are managed outwith the service resulting in changes to target dates not being within the service's control. Other projects, such as the replacement financial system will be delivered over a longer period of time than 12 months. The draft service plan for 2014/15 reflects this decision.

The suite of Support Service KPIs was reviewed for 2013/14 with the inclusion of more KPIs that relate to recent changes where performance monitoring will be essential to determine future financial and strategic decisions. Others relate to changes in the way we work (ICT/HR) and others provide financial performance information.

A total of fifteen new KPIs were introduced in 2013/14 and performance against these is reported today along with relevant comments to add context where necessary.

Guide to symbols used in this report

ACTIONS		PIs			
Status		Short Term Trends		Long Term Trends	
	Overdue		Improving		Improving
	Completed		No Change		No Change
			Getting Worse		Getting Worse
			No comparison available - May be new indicator or data not yet available		No comparison available - May be new indicator or data not yet available

Summary of service performance

	1 Service Key Performance Indicators
	PIs
	9
	5
	14
	2

	2 Corporate Key Performance Indicators
	PIs
	0
	0
	2
	8

	3 Actions
	Actions
	7
	0
	2
	0

1 Service Key Performance Indicators

Covalent Code	PI Description	2011/12	2012/13	2013/14	2013/14			Full year update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
ACC ACC 011	Percentage of service financial reports produced to monthly deadlines	N/A	N/A	100%	100%			Service financial reports were supplied on time for each service committee.	Julie Burnett
ACC B01 SUS	Performance against phased budgeted spend - Support Services	N/A	92.8%	98.3%	100.0%			Support Services outturn resulted in an underspend of £110k against a budget of £6.34m. The majority of this underspend was the result of delays in recruiting to vacant posts.	Julie Burnett
GOV CNQ SUS	Percentage of Support Services Councillor Enquiries dealt with within timescale	100.0%	89.5%	87.7%	100.0%			Of the 37 Councillor Enquiries received by Support Services, 5 were outwith the target timescales.	Julie Burnett
GOV FOI SUS	Percentage of Support Services Freedom of Information requests dealt with within timescale	96.20%	98.10%	97.20%	100.00%			We will continue to work with senior management to improve efficiency of how requests are handled.	Julie Burnett
GOV PPL SUS	Support Services staff turnover	N/A	2.40%	7.88%	2.00%			In the period April 2013 to March 2014 there were 13 leavers with an average Headcount of 165.	Julie Burnett
GOV SAB SUS	Support Service sickness absence levels	3.47%	6.61%	4.67%	3.50%			There were a total of 1118.5 days lost for SS. Overall for the Council days lost for the period were 23945.5. The current information makes an assumption that every day is based on 7.2 Hours however with introduction of working patterns more accurate information will be produced going forward.	Julie Burnett
ITS CUS 001	Percentage of customers satisfied with ICT services	97.0%	97.0%	98.2%	98.0%			Customer feedback maintained at a high level. Target met for year. Q4 produced an expected dip in customer satisfaction as many changes rolled out as part of move to Kilncraigs which led to slower response times to fix problems. This was offset by strong Q3 figures.	Julie Burnett
ITS ITS 001	Percentage of users who can access the Council network remotely	15.0%	20.0%	20.3%	30.0%			258 Accounts are now set up for remote access to the corporate network. This represents an increase in the number of users who are able	Julie Burnett

Covalent Code	PI Description	2011/12	2012/13	2013/14	2013/14			Full year update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
								to work remotely. The Annual Value is below target, partially because of the lateness in the year of the move to Kilncraigs taking place, and partially because a significant number of users have been added to the systems as a result of shared services which adjusts the percentage values. Technology is available to support the additional capacity for more than 30% of user to access the network remotely and IT Services will continue to support service areas redesigning processes to help them utilise remote and mobile working as part of their service delivery model.	
ITS ITS 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.060%	0.050%	0.035%	0.050%			Maintaining high availability of systems during office moves has been challenging. Significant effort by all staff, adhering to an improved change management processes has reduced downtime and increased the hours when systems can be used.	John Munro
RAP AUD 001	Percentage of Internal Audit plan completed	N/A	100%	100%	100%			All audits for 2013-14 have been completed and reported through Resources and Audit Committee. Annual Plan for 2014-15 being presented for approval in May 2014.	Iain Burns;
RAP CRD 001	Payment of suppliers within agreed timescales (30 days)	86.0%	82.9%	84.1%	90.0%			This is a 1.4% reduction on the previous quarter and a 1.3% increase from the 2012-13 year end	Susan Mackay
RAP CTA 001	Council Tax Collected Within Year	95.20%	95.30%	94.73%	95.50%			This is a reduction of 0.57% reduction on collection levels for the 2012-13 year end. While the Council has billed an additional net £160,000 of Council Tax, only an additional £45,000 has been collected in 2013-14 compared to the previous year. This has resulted in a reduction of the in year collection level.	Elizabeth Hutcheon
RAP CTA 007	NDR in year collection rate	96.80%	98.00%	97.66%	98.00%			This is a decrease of 0.34% from the 2012-13 year end.	Elizabeth Hutcheon

Covalent Code	PI Description	2011/12	2012/13	2013/14	2013/14			Full year update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
RAP CTA 011	Sundry debt in year collection	83.73%	83.62%	73.15%	88.50%			The collection level has reduced 10.47% as a % of the year end debtor. It should be noted that while the % has reduced, the Council has collected £1,763m in the current year compared to £1.697m in the previous year, an increase in income collected of £66,000. The year end debtor figure from £2.030m in 2012-13 to £2.411 m in 2013-14.	Elizabeth Hutcheon; Susan Mackay
RAP CTA 014	Current rent as % of net debt	5.26%	5.45%	6.58%	6.00%			Increased from 5.45% at 31.3.13. Resulting from the impact of Welfare Reforms. DHP has been fully allocated in relation to under-occupation arrears which are NIL at March 2014	Elizabeth Hutcheon; Susan Mackay
RAP CTA 019	Debt collection rates > 90 days	42.24%	39.30%	37.01%	37.50%			The debt >90days reduced 2.29% at the end of 2013-14 against the 2012-13 year end. This shows that old debt continues to slowly reduce.	Elizabeth Hutcheon; Susan Mackay
RAP CTA 020	Number days taken on average to process new benefits claims	26	32	47	25			Increase in number of days compared to previous year. Problems with performance, ATLAS and additional demand continue to cause concerns. Service have invited in the DWP Performance Team and are in process of implementing recommendations for improvement.	Elizabeth Hutcheon; Susan Mackay
RAP CTA 021	Number of days taken on average to process changes to benefits claims	8	9	15	9			Increase in number of days compared to previous year. Problems with performance, ATLAS and additional demand continue to cause concerns. The Service have invited in DWP Performance Team and are in process of implementing recommendations for improvement.	Elizabeth Hutcheon
RAP CTA 022	Percentage of applications to Local Social Fund processed within 2 days (Crisis grants)	N/A	N/A	100.00%	90.00%			Applications are being processed within the stated time. Number of applications continues to be less than anticipated.	Julie Burnett; Elizabeth Hutcheon
RAP CTA 023	Percentage of applications to Local Social Fund processed within 28 days (Community Care grants)	N/A	N/A	100.00%	90.00%			Applications are being processed within the stated time. Due to system errors resolved by the software supplier in the final quarter of 2013-14, the number of awards given during	Julie Burnett; Elizabeth Hutcheon











Covalent Code	PI Description	2011/12	2012/13	2013/14	2013/14			Full year update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
								the year is £281k (122%) of the available budget of £230k. The overspend of the CCG fund of £51k is met by the underspend in the CG fund. This is permissible provided the overall SWF fund of £360k is not exceeded. A balance of £36K is c/f to 2014-15 taking the SWF for 2014-15 to £397k.	
RAP PAY 001	Accuracy of payroll information	99.71%	99.60%	99.88%	99.85%			This is an 0.03% increase on previous quarter and a 0.28% increase from the 2012-13 year end. This can be attributed to the incremental benefits being realised from the new iTrent system.	Julie Burnett
RAP PAY 002	Percentage of payroll queries resolved within 2 days	N/A	N/A	98.0%	75.0%			Performance remains the same as previous quarter of 2013/14. (This is the first year that this KPI has been reported so there is no comparative for 2012-13).	Julie Burnett
SUS CUS 001	Percentage of customers very or fairly satisfied with the overall service they received	N/A	86.60%	64.00%	90.00%			Based on annual survey issued in February 2014. Targeted at SMF members as they are key contact points (customers) for the service. Only responses stating very or fairly satisfied counted rather than the inclusion of neutral responses as in 2012/13. Future survey results will be reported on this basis.	Julie Burnett
SUS CUS 002	Percentage of customers very or fairly satisfied with the way the service handled any problems	N/A	84.50%	70.00%	90.00%			Based on annual survey issued in February 2014. Targeted at SMF members as they are key contact points (customers) for the service. Only responses stating very or fairly satisfied counted rather than the inclusion of neutral responses as in 2012/13. Future survey results will be reported on this basis.	Julie Burnett
SUS CUS 003	Percentage of customers very or fairly satisfied with the quality of information they received	N/A	86.00%	62.00%	90.00%			Based on annual survey issued in February 2014. Targeted at SMF members as they are key contact points (customers) for the service. Only responses stating very or fairly satisfied counted rather than the inclusion of neutral responses as in 2012/13. Future survey results will be reported on this basis.	Julie Burnett

Covalent Code	PI Description	2011/12	2012/13	2013/14	2013/14			Full year update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
SUS CUS 004	Number of formal complaints received for Support Services	6	3	0	5			No formal complaints have been received in 2013/14 relating to any of the Support Services.	Julie Burnett
SUS PPL 003	Number of Support Services staff recorded as having completed a PRD	N/A	67.0%	88.4%	100.0%			88.4% of support services staff had received their PRD by 31.3.14. This leaves 18 employees' PRDs out-standing due to long term absence, new starters and a small number that have not yet been completed.	Julie Burnett
SUS SUS 002	Percentage of Support Services projects completed on time	N/A	82%	83%	90%			6 projects are running slightly behind. There has been a slight improvement since Q3 in indicator due to calculation against reduced total number of ongoing projects	Julie Burnett
SUS SUS 013	Percentage of statutory returns submitted within deadlines (RTI, HMRC, NDR, CTR, DHP, VAT, LFR, Pobe, Capital Returns)	N/A	N/A	95%	100%			CTR and HB return missed deadline by 1 day due to submission dates being brought forward.	Julie Burnett

2. People Strategy Support Services

Code	Description	2011/12	2012/13	2013/14				Full Year Update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
SAP S01 SS	Staff survey - Support Services staff - I am satisfied with my job	56.6	59.7	50.8				Although there is no specific data as to why there is a decrease in job satisfaction levels, there have been a number of factors which may have contributed to this including the move to Kilncraigs and potential changes to terms and conditions. Managers will be including this question as part of this year's PRD process.	Resources & Governance Service Managers
SAP S14 SS	Staff survey - Strategy & Customer Services staff - My senior managers demonstrate strong and consistent leadership skills	38.2	33.3	39.7				It is pleasing to see an improvement from 2012/13 but the management team will be seeking to improve this score further by continuing the engagement with service teams and setting clear direction for the future. The Leadership development programme currently being undertaken by Service Managers and Team Leaders should also	Resources & Governance Service Managers

2. People Strategy Support Services






Code	Description	2011/12	2012/13	2013/14			Full Year Update	Lead	
		Value	Value	Value	Target	Long Trend			Short Trend
							contribute to an increase in positive responses over the next year.		
SAP S15 SS	Staff survey - Support Services staff - I have a Performance Review & Development meeting at least once a year	78.7	66.7	76.3				This figure, although slightly lower than the overall figure reported as the annual KPI is pleasing and reflects the fact that all support services managers have made significant efforts to ensure all staff have a PRD annually..	Resources & Governance Service Managers
SAP S30 SS	Staff survey - Support Services staff - I feel that communication across my service/team is good	46.1	45.5	46.6				There has been steady improvement over the last three years. A number of initiatives are in place in the service to improve service communication and the sharing of information. All approaches to communication are constantly under review.	Resources & Governance Service Managers
SAP S31 SS	Staff survey - Support Services staff - I get all the information I need to do my job	40.8	44.4	48.3				The responses to this question show a continuing improvement over three years. Support Service managers have been making use of regular 1-1 meetings and team meetings to ensure that staff have the information they require to undertake their job.	Resources & Governance Service Managers
SAP S34 SS	Staff survey - Support Services staff - There are ways to feedback my views to management within my service	44	42.4	49.2				The dip in response in 2012/13 has been improved to a higher level than in 2011/12. This is particularly pleasing and reflects the efforts of service management teams in identifying feedback mechanisms and encouraging staff to use them. ,	Resources & Governance Service Managers
SAP S40 SCS	Staff survey - Support Services staff - Survey response rate		69.9	38.1				The staff survey generally had a very low response rate this year. It was well promoted and managers encouraged staff to complete it to gain their views. Employee engagement will be reviewed and refreshed corporately over the coming year.	Resources & Governance Service Managers

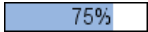

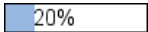



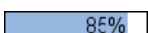

3 Corporate Key Performance Indicators

Covalent Code	PI Description	2011/12	2012/13	2013/14	2013/14			Full year update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
BUS CNQ COU	Percentage of Councillor Enquiries dealt with within timescale - all services	N/A	84.00%	92.37%	100.00%			A total of 629 enquiries were received during 2013/2014. Of these, 48 were dealt with outwith the target dates.	Julie Burnett
ACC ACC 009	Ratio of capital financing costs to the net revenue stream for General Fund	7.93%	7.75%	TBC	7.90%			Performance will be reported annually	Julie Burnett
ACC ACC 010	Ratio of capital financing costs to the net revenue stream for Housing Revenue Account	20.63%	18.50%	TBC	18.50%			Performance will be reported annually	Julie Burnett
ACC B01 COU	Performance against phased budgeted spend - Council	N/A	N/A	TBC	100.0%			Minor under-spend to year end projected.	Julie Burnett
ACC FNR COU	Target level of uncommitted financial reserves is achieved. (£3.6m)	£3,760k	£6,300k	TBC	£3,600k			Performance will be reported annually.	Julie Burnett
GOV FOI COU	Percentage of Council Freedom of Information requests dealt with within timescale	97.4%	98.3%	96.0%	100.0%			We will continue to work with senior management to improve efficiency of how requests are handled.	Lisa Simpson
GOV HAS 003	Percentage of managers who have reviewed their Health and Safety Risk Assessment in the last 12 months	50.0%	75.0%	N/A	100.0%			Performance data not available for all services. This will be addressed in the future with improved monitoring across all services.	Julie Burnett
GOV PRC 001	Percentage score in procurement capability assessment	31.0%	31.0%	37.0%	33.0%			Procurement Capability Assessment (PCA) demonstrated an increase in score as a result of improved corporate processes including the Procurement Journey, the revised Contract Standing Orders and the introduction of a matrix management approach to procurement across all services.	Julie Burnett
GOV SAB 01c	Average Days Sickness Absence (Teachers)	6.9 days	15.7 days	5.7 days	8.0 days			It was reported last year that the data submitted was inaccurate due to multiple counting of absences. For 2013/2014 Total days lost were 3964 against a head count of 701. More improved results will be delivered going forward with working patterns being inputted into the iTrent system.	Lisa Simpson
GOV SAB 01d	Average Days Sickness Absence (Other Local	7.9 days	21.1 days	7.9 days	7.0 days			It was reported last year that the data	Lisa Simpson

Covalent Code	PI Description	2011/12	2012/13	2013/14	2013/14			Full year update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
	Government)							submitted was inaccurate due to multiple counting of absences. For 2013/2014 Total days lost were 18,534.50 against a head count of 2339. More improved results will be delivered going forward with working patterns being inputted into the iTrent system.	

4 Actions

Covalent Code	Action	Impact	Progress	Status	Full year update	Lead
SUS GOV 001	Implement relevant actions derived from revised People Strategy	The Council develops the workforce it needs to deliver services and functions in the future.	<div style="width: 35%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 35%		People strategy agreed at Council in October 2013. Actions from the associated action plan will be included in the HR service operational plan for 2014, although some actions have already commenced.	Lisa Simpson
SUS GOV 002	Complete the job families project (single status)	Rationalisation of the number of job types across the Council's services. Delivers consistency and resolves the issues resulting from the Living Wage.	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%		Initial pilot project agreed by CMT in July 2013. Report on conclusions submitted to CMT in Nov 2013. Proposals were presented to CMT in February 2014 regarding Phase 1 of the full Job Family Project - design of proposed Service Structures and job modelling has commenced. Phase 1 due to complete in October 2014.	Lisa Simpson
SUS SUS 001	Complete review of financial regulations and proposals for any amendments	Council financial processes and transactions comply with legislative requirements	<div style="width: 70%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 70%		Draft financial regulation circulated to Director for comment. Supporting Financial codes 60% drafted but need further review. Completion date revised to September 2014 to allow finalisation of Codes and time for review and consultation. Revised financial regulations will be presented to Council in October 2014.	Liz Shaw / Susan Mackay
SUS SUS 002	Support the move to one location at Kilncraigs (ICT & HR support for change management)	The move to Kilncraigs is delivered smoothly and provides employees with the technology required to carry out their work and people feel supported during the move.	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 95%		ICT work: Infrastructure built and deployed into Kilncraigs; Services moved successfully; New terminals supplied to nearly 400 staff; Only outstanding work is completion of Paton's School and final moves for social services, elected members and the Executive Team.	John Munro
SUS SUS 003	Investigate how communication processes could be improved across support services and take action to make improvements	A consistent approach to communication such as emails, team meetings and the sharing of information. Employees will develop an improved understanding of future plans and what is happening across the Council. Employees will be better informed and invite to provide constructive feedback. Feedback loops to be developed to confirm actions taken as a result of feedback.	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		All options considered. Actions have included the introduction of Key Messages as part of the Finance & Corporate Services initiative. HoS attending service management team meetings to provide opportunities to answer queries and discuss issues. Extended team meetings held quarterly. All service teams to hold regular meetings and use feedback / escalation mechanism as required. A review of on-going effectiveness will be carried out during	Resources & Governance Service Managers

Covalent Code	Action	Impact	Progress	Status	Full year update	Lead
					2014/15.	
SUS SUS 004	Deliver phase 2 of the HR/Payroll project	Implementation of phase 2 will include H&S and L&D modules, making the best use of new system and delivering efficiencies across the organisation	 75%		Phase 2 project team now in place and working to deliver against project plan. Phase 1 still requires final close out. The remaining phase 1 issues are with the system supplier. MSS and ESS are on target for implementation from 1.4.14.	Lisa Simpson
SUS SUS 005	Implement SWIFT case management system for social services (childcare)	Childcare team able to access and work on same system as colleagues in Stirling	 20%		Support Services are supporting this project for Social Services. System for Child Care procured. ICT Service providing technical assurance on the Project Board. Project meeting taking place regularly. Support Services is acting as Supplier to this project and 100% of all tasks assigned have been completed, but the overall project implementation timescales have slipped.	John Munro
SUS SUS 006	Compliance with equality duties (HR specific)	Council practices are compliant with duties as set under the Equalities Act. Management Information complies with the requirements of legislation and is published in a timely manner.	 100%		All policies and procedures EIA and future Job families and resulting changes in pay model will be fully evaluated	Lisa Simpson
SUS SUS 007	All Support Services restructures complete. Learning and development plans agreed with a focus on building capacity and CPD.	All teams complete and positions filled.	 85%		Revenues service complete. ICT structure agreed. Accountancy complete. Parts of Governance service remain under review. Payroll team to be confirmed by 30.6.14.	Julie Burnett

