






Code	Description	2011/12		2012/13		2013/14			Full Year Update	Lead
		Value	Target	Value	Target	Value	Long Trend	Short Trend		
SAP S40 SCS	Staff survey - Strategy & Customer Services staff - Survey response rate	32.6%		40.4%	65.0%	24.5%	↔	↘	The staff survey had a very low response rate. It was well promoted and managers encouraged staff to complete to gain their views. There is clearly an element of survey fatigue therefore employee engagement will be reviewed and refreshed corporately over the coming year.	Stuart Crickmar; Cherie Jarvie, Brian Forbes, Alison Bryce

## Key Performance Results











Code	Description	2011/12		2012/13		2013/14			Full Year Update	Lead
		Value	Target	Value	Target	Value	Long Trend	Short Trend		
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	16.00%		12.10%	19.00%	12.10%	↔	—	Nationally there has been an ongoing drop in library use. We aim to reverse this trend next year with the opening of the new Speirs Centre, and various other new service offerings that have been recently launched.	Brian Forbes
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	25.00%		28.00%	50.00%	38.00%	↔	↘	Although the target has not been met, significant progress has made against this measure. Implementation of the new Corporate Communications and Marketing Strategy is ensuring a continued focus on how the Council communicates with residents in Clackmannanshire.	Cherie Jarvie; Karen Payton
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance	26.00%		29.00%	50.00%	39.00%	↔	↘	Although we have not met the target set for 2013/14, significant progress has been made against this measure. We continue to review how we provide information on our performance. Improvements are likely to be as a result of improved performance reporting through View, Clacksweb and through local press coverage.	Cherie Jarvie
SAP CSE COU	% of Council services with full CSE accreditation	17%		67%	80%	67%	↔	—	Services with existing accreditation have re-accredited with higher levels of compliance. FM is in progress but has been delayed due to current restructuring of that service. Options for further deployment of CSE are currently being reviewed before progressing Education and remaining areas of Social Services.	Cherie Jarvie
SAP S18 ALL	Staff survey - All staff - I feel I have fair and equal access to development	50.0%		48.7%	55.0%	49.8%	↔	↘	Although the current target was not met, there was a modest improvement to the previous year's results. The Learning and Development budget has been centralised and there is a corporate approach to training and development with each Service putting forward "bids" for training through identification in the PRD process.	Cherie Jarvie
SAP S19 ALL	Staff survey - All staff - Senior Managers (received an appropriate level of leadership coaching)	39.0%		38.6%	45.0%	44.9%	↔	↘	This target was met (-0.1%). All Senior Managers and team leaders are currently undertaking the Leadership Development Programme which incorporates 1-1 coaching, therefore we expect to see significant impact in the coming year.	Cherie Jarvie

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SAP S29 SCS	Staff survey - Strategy & Customer Services staff - The level and timing of communication across the Council is good	23.1%	50.0%	27.5%	50.0%	29.7%	←	↔	Whilst we are still some way from meeting the target set for this measure, we have seen slow and steady improvements over the past three years. We continue to implement approaches to improve communication, such as monthly cascades across the service. Our approaches are constantly under review.	Cherie Jarvie
SAP S35 ALL	Staff survey - All staff - I read the staff magazine 'The Grapevine' and find it useful	41.0%	50.0%	38.8%	50.0%	37.7%	↔	↘	The Service did not meet this target by 12.3%. Grapevine is readily available through paper format and on-line. Articles are submitted by all Services. However, further analysis requires to be undertaken as to information staff would like to see within Grapevine and whether staff feel that the information provided is already available through CONNECT.	Cherie Jarvie










## Customers

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SCS 020	Strategy & Customer Services will demonstrate that it continues to build on the CSE quality standard	Improved customer satisfaction	 100%		All actions are fully implemented.	Stuart Crickmar
<b>Covalent Code</b>	<b>Sub-action</b>	<b>Progress</b>		<b>Status</b>	<b>Full Year Update</b>	<b>Lead</b>
SCS SCS 020 1	Ensure regular (min 1/4ly) and systematic customer feedback systems on all key processes		 100%		This is now in place for all service areas in Strategy and Customer Services.	Stuart Crickmar
SCS SCS 020 2	100% full compliances within the CSE standard		 100%		Complete - full compliance was verified by external assessor in June 2013.	Stuart Crickmar

## People

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SCS 018	Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard	Improved SCS staff satisfaction. More SCS staff say communications is good. More SCS staff say they receive a PRD and regular, useful feedback from their manager.	 100%		100% PRDs have been completed and 10% sample checks across service carried out in August 2013. 121's team meetings and team plans are in place. Corporate cascade provided at team meetings which provides information on key messages. Positive feedback received from all services on this method of communication.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
<b>Covalent Code</b>	<b>Sub-action</b>	<b>Progress</b>		<b>Status</b>	<b>Full Year Update</b>	<b>Lead</b>
SCS SCS 018 1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities		 100%		All PRDs are complete and L&D requirements identified. All essential training approved by CMT in July has been committed.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 2	Sample assess 10% PRDs to ensure all are done and high standards are maintained		 100%		A sample check on 10% of PRDs across the service was completed in August 2013.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 3	Ensure service workforce plan systematically feeds development of 2014/15 business plan		 100%		Work has commenced on the service business plan for 14/15. Workforce and resource planning remain significant aspects for 14/15 and subsequent years.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
<b>Covalent Code</b>	<b>Action</b>	<b>Impact</b>	<b>Progress</b>	<b>Status</b>	<b>Full Year Update</b>	<b>Lead</b>
SCS SCS 019	Clearly communicate & manage smooth transition of service to Kinlincraigs, including adoption of associated new ways of working across the service	Increased efficiency Improved staff satisfaction	 100%		The service moved to Kinlincraigs in quarter four of 13/14. Overall the move, and implementation of new ways of working across the service went smoothly with no discernible service discontinuity.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

## Resources

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Improved staff satisfaction Increased compliance	 100%		Head of Service meets on a monthly basis with all Team Leaders with the aim of continuing to ensure consistency of standards across the service. This work will continue throughout 14/15.	Stuart Crickmar Alison Bryce; Brian Forbes; Cherie Jarvie
<b>Covalent Code</b>	<b>Sub-action</b>	<b>Progress</b>		<b>Status</b>	<b>Full Year Update</b>	<b>Lead</b>
SCS SCS 021 1	Review data protection systems & staff training		 100%		Service-wide - On-going awareness raising of procedures. Standing item on all team meeting agendas. Awareness session delivered with team leaders on data protection carried out in August 13.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 2	Review equality & diversity systems and staff awareness		 100%		An Equalities Briefing took place for service managers, team leaders and supervisors on 4th November. Further training and awareness will be achieved through the Leadership and Management Development programme.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 3	Review staff awareness of H&S systems		 100%		Health and Safety topic covered in the Service Risk and Development Forum with team leaders. Further training and awareness will be delivered through the Leadership and Management Development Programme. All Business Support staff have been programmed to attend Health and Safety sessions over the last six months and on target for completion of this. A 3 year programme of H&S and Fire audits/risk assessments has been developed and annual risk assessments are being carried out for all local offices.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 4	Review systems and staff awareness of Finance Regulations, CSO & delegated responsibility		 100%		Information from the Procurement Manager on Contract Standard Orders and Financial Regulations was circulated to Team Leaders. This information is also available on CONNECT. Further training and awareness will be provided through the Leadership and Management Development Programme.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie