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SCS SCS 022	Ensure necessary service efficiencies/budget reductions are achieved	Increased efficiency. Reductions in operating costs. Improved service delivery.			See comments below.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
Covalent Code	Sub-action	Progress		Status	Full Year Update	Lead
SCS SCS 022 1	Identify potential 5% SCS budget reduction for 2014/15				Service budget reductions for 2014/15 have been agreed and achieved.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022 2	Conduct organisational review on extending business support model				Report concluded and currently being discussed within Senior Management Team. Work complete on Pilot of Job Families in Business Support.	Alison Bryce
SCS SCS 022 3	Conduct organizational review of funding to voluntary organisations				Review has been incorporated into the budget proposals for 2014/15.	Cherie Jarvie











Key Performance Actions

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SAP 021	Review and effectively deploy organizational approaches	Improved governance			Progress against each organisational approach is shown below.	Cherie Jarvie
Covalent Code	Sub-action	Progress		Status	Full Year Update	Lead
SCS SAP 021 1	Funding voluntary orgs				Approaches to funding voluntary organisations have been improved in 13/14 with the development of a revised code of practice and implementation of a central register of all voluntary organisations. Approaches were subject to an internal audit review and subsequent follow-up report in 13/14.	Cherie Jarvie
SCS SAP 021 2	Equality Impact Assessment				A revised EQIA process has been implemented in 13/14 and is available on Connect. Initial training has been provided on EQIA with a range of staff and members, and following positive feedback has now been integrated as part of the Leadership and Management Development Programme in 14/15.	Cherie Jarvie
SCS SAP 021 3	Risk management				The service has implemented a number of internal audit recommendations on risk management and risk reporting. The Councils risk policy is currently being reviewed in partnership with the internal Audit team to ensure alignment with national guidance and other governance policies. This work will be completed in early 14/15.	Cherie Jarvie

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SAP 021 4	Community engagement				A number of improvements have been implemented in 13/14, including deployment of Citizen Space and development of guidance and toolkit in conjunction with our communities. A review into Community Engagement in Clackmannanshire was carried out in 13/14 and proposes a number of actions to be taken forward in 14/15. These actions have been tasked to the Community Wellbeing Partnership Team.	Cherie Jarvie
SCS SAP 021 5	Management Information				A Management Information Plan is in place and work is ongoing to refine approaches in performance management and reporting. A number of developments have taken place in 2013/14 including member and officer workshops and the production of a Performance Guide for members.	Cherie Jarvie
Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SAP 022	Implement CIM improvement framework	All services achieving CSE Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status			Work is well underway on all aspects of this area of activity. Achievement of 4 star Recognised for Excellence standard for the Council in June is validation of significant progress made over a number of years. The standard is internationally recognised, with only one organisation in Scotland bettering it in 2013.	Cherie Jarvie
Covalent Code	Sub-action	Progress	Status	Full Year Update	Lead	
SCS SAP 022 1	Support FM, SS & Education achieve CSE standard			Re-accreditations were completed during the year with improved levels of compliance. Assessment work in FM suspended due to current restructuring. Briefing was provided to Education management but further roll out is pending a review of the Council's approach to CSE accreditation.	Cherie Jarvie	
SCS SAP 022 2	Support SCS, CRS, Support Services to retain CSE			These services were successfully re-accredited during the year with improved levels of compliance overall.	Cherie Jarvie	
SCS SAP 022 3	Oversee a Recognised for Excellence assessment			4* Excellence Award achieved and feedback has now been received from the assessors. Areas for improvement coincide with many of the organisational and people development actions identified under MCB.	Cherie Jarvie	
SCS SAP 022 4	Deliver the CIM self assessment programme			Assessments for Regulatory and Strategy and Customer Services have been completed. FM Assessment suspended due to current restructuring. Child Care in progress. Work has begun on devising a new approach which integrates other self assessment work currently ongoing.	Cherie Jarvie	

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SAP 023	Report annual reviews	Improved service delivery, improved performance management. Increased customer and community satisfaction			Annual reviews now complete.	Cherie Jarvie
Covalent Code	Sub-action	Progress		Status	Full Year Update	Lead
SCS SAP 023 1	SOA				Approved by Resources and Audit committee in Dec 2013.	Cherie Jarvie
SCS SAP 023 2	Corporate Plan				Approved by Resources and Audit committee in October 2013.	Cherie Jarvie
SCS SAP 023 3	SPI Direction				Approved by Resources and Audit in June 2013.	Cherie Jarvie

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS SCS 023	Scrutiny Improvement	Improved Governance			Though work progresses there has been slippage on the original milestones. The work is expected to complete, however, this will be outwith planned timescales.	Stuart Crickmar
Covalent Code	Sub-action	Progress		Status	Full Year Update	Lead
SCS SCS 023 1	Implement plan approved Feb 2013				Scrutiny Improvement plan approved by R&A in Feb 2014.	Stuart Crickmar
SCS SCS 023 2	Complete 2 reviews agreed in Dec 2012				Both reviews completed and approved at R&A in December. Recommendations/tasks allocated to Alliance Partnership teams for implementation.	Stuart Crickmar
SCS SCS 023 3	Undertake risk-based assessment with Committee				Assessment of further reviews postponed to enable focus on implementation of actions on current reviews; Vulnerable People and Families and Community Engagement. Postponement in agreement with Convener of R&A.	Stuart Crickmar

Covalent Code	Action	Impact	Progress	Status	Full Year Update	Lead
SCS CUS 002	Develop a revised Corporate Customer Service Strategy	Improved customer services approaches acknowledging developing technology and customer preferences	 35%		There has been a delay due to the long-term absence of the Customer Service Team Leader, who was taking the lead on this task. The updated strategy also needs to take into consideration the emergence of Making Clackmannanshire Better target operating models. Strategy development is now underway.	Brian Forbes
SCS SAP 019	Gain council approval and Implement the revised People Strategy to support MCB programme	Improved organisation development approaches and workforce planning which will enhance staff satisfaction and improve service delivery and efficiency	 100%		People Strategy was approved in October 2013. Implementation progress will be reported through MCB programme and through future iterations of this report.	Cherie Jarvie
SCS SAP 020	Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better	Improved reputation externally Improved citizen satisfaction - Clacks 1000 More staff say that communication across the council is good	 100%		Corporate Communications and Marketing Strategy approved by Council in 2013/14.	Cherie Jarvie
SCS SCS 024	Support 'Making Clackmannanshire Better' Programme	Improved service delivery and efficiencies. Increase in community satisfaction.	 85%		The MCB programme has been further developed and refined. A Target Operating Model (TOM) was agreed at Council in February which provides the overall principles and objectives of the MCB programme. Phases 1-3 of Workstream 1 (Making it Happen) is complete with a number of recommendations for Tests of Change agreed.	Stuart Crickmar
SCS SCS 025	Gain council approval and Implement the revised Corporate Asset Management Strategy to support Making Clackmannanshire Better	Effective governance. Improved efficiency	 20%		This work has been delayed to tie in with work to implement the Target Operating Models under the MCB Programme. This work will be taken forward in 14/15 by the Capital Investment Group.	Stuart Crickmar