

Making Clackmannanshire Better



**Clackmannanshire
Council**

www.clacksweb.org.uk



Strategy & Customer Services

Annual Report
2014

Better Services

Better Opportunities

Better Communities

1. Head Of Service Introduction and Overview

The past year has been a challenging, yet productive one for Strategy and Customer Services. Whilst it has been busy with a range of projects and initiatives such as Civic Events, developments in Community Planning, Making Clackmannanshire Better and new developments in delivering Customer Services, it has also been a year where the service has consolidated and built upon performance improvements.

Service results have improved in virtually every area of business over the past year, including our people, customer and community results. These results are down to our staff, who continue to deliver high levels of productivity and customer service. This is being achieved at a time when demands on the service, which has a number of key organisational development and support roles, have never been higher, and within a context of managed service contraction, which has seen us deliver approved budgetary savings.

Performance improvements have included retaining our Customer Service Excellence accreditation, seeing year on year improvements in our results in a number of areas and success in Making Clackmannanshire Better awards in 2014 - including the overall award for Outstanding Achievement (Jointly with Support Services) and the Leadership Award.

Community Planning, Public Sector Reform and the Councils Transformation Programme Making Clackmannanshire Better have been high profile areas of work with a significant contribution from Strategy and Customer Services in 2013/14. These continue to be areas of focus in our Business Plan for 2014/15.

There are, as always, areas where we need to do better. As a management team we have invested considerable time and effort on communication with staff, access to learning and development and improving our governance across the service. Although we have seen continued positive progress

in these areas across the service, we feel that as a service there are still a few areas where we want to do better. A number of projects have experienced slippage during the course of the year, and we want to learn from these experiences for the future. A focus on our business continuity processes will be key for the service in our plans for 2014/15.



*Stuart Crickmar
Head of Strategy &
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Service excellence and putting the customer at the heart of what we do, are primary service aims, and as such, we are always looking for opportunities to improve outcomes for our customers and communities. A number of positive improvements have been made throughout 2013/14 including delivery of a more modern library services, increased take-up in eBooks and the launch of a new, improved website. A number of new online services were introduced in 2013/14 as part of wider developments to improve access and encourage more self-service. These have included the introduction of an online 'Live Chat' service providing support to customers through ClacksWeb.

Improving outcomes for the Council's customers, communities and employees will remain our focus in 2014/15 and beyond. The challenges facing the Council and Strategy and Customer Services in 2014/15 are tougher than ever; we know that the pace of change will quicken substantially in the coming few years, with the need for radical transformation of service delivery against a backdrop of contracting budgets and increasing demands.

These challenges will require us to adopt new approaches, attitudes and behaviours to how we work, with a particular focus on clarity of priorities, workforce planning and staff resilience, combined with more integrated and jointly resourced working with our partners and communities.

2. Highlights of the Year

This annual review provides a summary of Strategy and Customer Services achievements over 2013/14.

April 2013 to June 2013

During the first quarter of the year we:

- Launched the new consultation system Clackmannanshire Citizen Space.
- Attained CSE re-accreditation with full compliance.
- Supported the achievement of a Business Excellence Award (European Foundation for Quality Management) for Clackmannanshire Council- at 4 star Recognised for Excellence level
- Supported a number of Civic Events including Workers Memorial Day and Armed Forces Day
- Held a reception for Alloa Athletic Football Club in recognition of their promotion.
- Launched a number of new on-line services including Live Chat, requesting bulky uplifts and Scottish Certificates to order replacement birth, death, marriage and civil partnership certificates registered throughout Scotland.
- Supported early developments in the Making Clackmannanshire Better Programme including engagement with the community around the Tullibody Pilot.
- Supported two staff in the completion of ILM Level 2 Certificate in Leadership and Team Skills.
- Supported one member of staff in completion of ILM Level 5 Diploma in Management
- Supported the development of the local Police Plan for Clackmannanshire and the local Fire Plan for Clackmannanshire under the local Police and Fire Reform (Scotland) Act. New scrutiny arrangements were implemented to support delivery of these plans.

July 2013 to September 2013

During the second quarter we:

- Formally signed off on Clackmannanshire's Single Outcome Agreement following a comprehensive Quality Assurance process.
- Supported the Annual Kirkin' of the Council service at Alva Baptist Church
- Facilitated a significant review of community engagement and development within Clackmannanshire



- Contributed to development of a Leisure and Sport Strategy, Information, Library and Learning Strategy and a Communications Strategy.
- Facilitated a significant review of support to vulnerable families in Clackmannanshire.
- Developed community resilience arrangements including presentations to community councils with information about potential risks and responses within their areas.
- Developed support structures and actions plans to implement Clackmannanshire's Single Outcome Agreement for 2013/23.
- Undertook an independent review of voluntary organisations funded by the Council.

2. Highlights of the Year (continued)

October 2013 to December 2013

During the third quarter we:

- Launched the Single Outcome Agreement and Making Clackmannanshire Better Programme with partners at Forth Valley College.
- Undertook a number of budget consultation events to engage with a range of stakeholders on the challenges facing the Council in setting its budget for 2014/15.
- Supported the Royal British Legion Scotland in the organisation of the Remembrance Ceremony and Parade
- Launched a new E-Book service.
- Launched an online burial records search to allow people to search all Clackmannanshire's cemetery records dating from 1866 to 2013.
- Gained approval through Council of the Information, Library and Learning Strategy 2013-2017.
- Supported consultations on Early Years Provision and the Local Development Plan
- Supported promotion of nominations for the Commonwealth Games baton bearers.
- Supported Business Continuity in light of the moves to Kilncraigs.
- Supported the co-ordination of a number of emergency response incidents including power cuts, potential of flooding and wind related damage to buildings.
- Supported two staff in the completion of ILM Level 2 Certificate in Leadership and Team Skills.
- Gained approval through Council of the Corporate Communications and Marketing Strategy 2013/17.
- Gained approval through Council of the Corporate People Strategy 2013/17.

January 2014 to March 2014

During the final quarter we:

- Commenced the Leadership and Management Development Programme aimed at Service Managers (The Leaders Pathway) and Team Leaders (The Managers Pathway).
- Supported the Provost and Lord-Lieutenant at the Clackmannanshire Awards for the Citizen and Young Citizen of the Year Awards.



- Supported continued work on Making Clackmannanshire Better programme including engaging with the community in Tullibody and undertaking a significant review of data to inform the MCB Programme.
- Were shortlisted for staff awards in the Making Clackmannanshire Better Awards and were winners in the following categories:
 - Excellent Customer Service for Online Services
 - Partnership Project - Budget Collaboration Best Practice
 - Overall Award for Outstanding Achievement for the Budget Consultation Working Group
 - Leadership Award - Michael Reilly, Strategy and Performance.

3. Financial Performance

The service budget for the year 2013/14 was £6,884,170. Overall, an underspend of £396,522 was realised. The reasons for this include ongoing realignment of budgets as part of ongoing efforts to improve efficiency and implement a managed contraction of services. Savings approved as part of the 2014/15 budget should realise a position that brings future outturns significantly closer to budget.

Annual Budget	Budget to 31/12/13	Outturn	Variance
£6,884,170	£5,243,363	£6,487,648	£396,522

The 2013/14 budget incorporated savings of £274,000 for the service. The full amount was realised, with the budget realigned accordingly.



4. Performance

Key Service Activity

Civic Events

We provided support to a wide range of civic and community events throughout 2013/14. This included events such as Kirkin' of the Council, Remembrance Service and Parade and Armed Forces Day.

Emergency Planning

Strategy and Customer Services supported a number of incidents throughout the year. These included weather related incidents such as flooding and storm damage to buildings. In addition to this a range of staff, partner and community training activities have been held to help improve our Emergency Planning and Resilience.

Community Engagement and Development

Strategy and Customer Services have made a number of improvements in how we carry out consultation with stakeholders. A new web-based interface (Citizen Space) was launched in 2013/14 which is designed to manage and report on consultations, community events and meetings and increases transparency around the decision making processes. Citizen Space has been used throughout 2013/14 to support around 60 consultations including the large Budget Consultation carried out in November-January 14. The 9th survey of the Clacks 1000 was carried out in the summer of 2013. Results have been widely publicised to a range of stakeholders.

Community Planning

The service has lead responsibility for developing Community Planning across Clackmannanshire. In 2013/14 Council and Partners approved a new Single Outcome Agreement for Clackmannanshire for 2013/23. This followed a comprehensive Quality Assurance process led by the Scottish Government. A new partnership support structure has since been implemented and a number of partnership action plans agreed.

Implementation of the new arrangements for Police and Fire reform have also been implemented. We assisted in the development of Local Fire and Police plans, and new arrangements implemented for effective scrutiny of delivery of both plans.



Customer Services

Strategy and Customer Services continued to deliver high levels of customer satisfaction in 2013/14 through all its customer contact points - online via ClacksWeb, on the phone via the Contact Centre and face to face in local offices, registration of births, deaths, marriages, civil partnerships and conduct of ceremonies by the registrars, as well as delivering adult learning and computer classes in the community.

A number of improvements have been made to deliver more modern library services, including increased take-up in eBooks and the launch of a new, improved website that allows people to check the library catalogue online, renew books and make requests. A number of new online services were introduced in 2013/14 as part of wider developments to improve access and encourage more self-service. Clackmannanshire Council is one of the first councils in Scotland to introduce an online 'Live Chat' service providing support to customers through ClacksWeb. A number of other new services were introduced this year including online search of cemetery records, request and pay for bulky uplifts online,

Preparatory work continues on the launch of the newly refurbished Speirs Centre in late Summer 2014, which will see the bringing together of a number of related services under one roof. The introduction of the new Marriage and Civil Partnership Bill (Scotland) and the implementation of the Certification of Death (Scotland) Act are being overseen by the Registrars.

Supporting and Developing Staff

Through delivery of our Corporate People Strategy and Making Clackmannanshire Better (MCB) programme, the service has developed and implemented a Leadership and Management Development Programme. The programme which is being jointly delivered by three training providers, is split into two pathways; one for Service Managers and one for Team Leaders. A further programme is planned which aims to identify and support new talent and future managers in Clackmannanshire Council.

A number of new initiatives aimed at supporting and developing staff in Strategy and Customer Services have been implemented throughout 2013/14. These have included initiatives such as Extended Management Team Meetings and monthly Service Risks and Development meetings. Both are consistent with the Council's People Strategy and the Investors in People Quality Standard aimed at improving communication and learning and development across the directorate and service.

Regular team meetings and individual 121 meetings are held at least 6 weekly, and focused management effort was made to ensure that PRDs are completed annually, staff have fair and equal access to learning and development and that the process of developing business and operational plans are inclusive of the whole service. Results from the annual employee survey for Strategy and Customer Services are positive in these areas of activity, indicating clearly the impact of management intent.

The service has a corporate role in managing both internal and external communications and marketing. We have a number of communications tools which we continue to develop in response to employee, customer and stakeholder feedback. Grapevine, which is the Council's Corporate newsletter, View our quarterly residents newsletter, CONNECT our Corporate Intranet, Clacksweb and use of Social Media are our key corporate communications tools.

Strategy and Organisational Development

The service has contributed significantly to strengthening the Council's strategic position over the year. This includes the development and subsequent approval of a number of Corporate Strategies throughout 2013/14. These include the Single Outcome Agreement 2013/23, Corporate Communications and Marketing Strategy 2013/17, Corporate People Strategy 2013/17, Information, Library and Learning Strategy 2013/17, Interim Leisure Strategy 2013/17, Local Policing Plans for Clackmannanshire and Local Fire Plans for Clackmannanshire. The service has also contributed to the development of a range of projects and initiatives on behalf of the Council and Committees such as the Scrutiny Reviews on Vulnerable People and Families and Community Engagement.

Awards & Recognition

Strategy and Customer Services enjoyed success at the Making Clackmannanshire Better Awards. The Service won three awards for Excellent Customer Service for On-Line Services, Partnership Project - Budget Collaboration Best Practice and the Overall Award for Outstanding Achievement for the Budget Consultation Working Group.

The Business Support Team in Services to Communities were also recognised as part of a wider team effort through the One Scotland Gazetteer Exemplar Awards and were runners up in the Scottish Custodian of the Year 2013 Award.

The service has contributed significantly over a number of years to the Council achieving recognition at the Scottish Awards for Business Excellence in 2013. The Council has now achieved the prestigious Recognised for Excellence at 4 Star level as part of the European Foundation for Quality Management.

Making Clackmannanshire Better Programme

Strategy and Customer Services provide support to the Making Clackmannanshire Better programme. The core aim of the programme is to transform how the Council does business in order that the delivery of statutory services is maintained and that other services provided reflect overall Council priorities within a context of managed budget reduction.

A key area of work that the service has taken forward is under 'Making it Happen' and the Tullibody Pilot. The pilot is an integral part of Making Clackmannanshire better and the development of new models for delivering services. Work to date on the Pilot has focussed on enhancing engagement with the local community, and gathering data and feedback to better understand issues and needs in Tullibody. This work has informed development of the Making Clackmannanshire Better; Target Operating Models.



Appendix 1 - Year End Results 2013-14

Guide to Symbols

Actions	Performance Indicators	
	Long / shortTerm Trends	Status (performance against target)
● Overdue	▲ Improving	▲ Improving
▲ Check Progress	▬ No Change	▲ Warning
✔ Completed	▼ Getting Worse	▼ Getting Worse
	? No comparison available - May be new indicator or data not yet available	

Summary of Service Performance by Corporate Priority Outcome

Priority Outcome 2 - Our Communities are more cohesive and inclusive				
Actions	● 1	▲ 1	✔ 2	? 0
Performance Indicators	● 0	▲ 1	✔ 3	? 0

Priority Outcome 9 - The Council is effective, efficient and recognised for excellence				
Actions	● 10	▲ 0	✔ 31	? 0
Performance Indicators	● 13	▲ 2	✔ 8	? 0

Priority Outcome 2 - Our communities are more inclusive and cohesive

Community Results

Code	Description	2011/12	2012/13	2013/14			Full Year Update	Lead
		Value	Value	Value	Target	Long Trend		
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community	47%	54%	70%	65%	↔	↔	Cherie Jarvie
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	53%	52%	46%	45%	↔	↔	Cherie Jarvie
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	30%	32%	42%	45%	↔	↔	Cherie Jarvie
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making	23%	26%	34%	35%	↔	↔	Cherie Jarvie