

Guide to symbols used in this report

ACTIONS		PIs			
Status		Long Term Trends		Short 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		







Summary of service performance by Corporate Priority Outcome



Priority Outcome 2 - Our communities are more cohesive and inclusive					
Actions	1	1	2	0	
PIs	0	1	3	0	

Priority Outcome 9 - The Council is effective, efficient and recognised for excellence					
Actions	0	0	31	0	
PIs	3	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	Short Trend		
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community	47%	54%	70%	65%			We have seen significant improvement against this measure in 2013/14. There have been significant efforts to work with communities to support major events such as 2012 Olympics, Queens Jubilee and local community events. Our developing approach to community engagement and development, including our support for Community Action Planning is also enable the development of more constructive community relationships. This measure continues to be an SOA indicator and progress reviewed as part of Alliance annual reporting.	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%			We have seen marked improvements against this measure in 2013/14. We have focussed significant efforts on improving how we consult over the past year, including the development of detailed guidance and toolkit and the implementation of the Citizen Space consultation tool. This continues to be an SOA measure and is therefore reported through annual Alliance reporting arrangements.	Cherie Jarvie
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	30%	32%	42%	45%			Performance against this measure has significantly improved in 2013/14. This improvement is linked to work to develop a new Single Outcome Agreement for Clackmannanshire, as well as active communication of partnership activities as part of our revised Communications Strategy. New initiatives such as engaging community councils in community resilience is also enabling a more co-productive approach. This work continues to be a key part of the work of the Alliance and supporting partnership teams and performance will be monitored through annual SOA report..	Cherie Jarvie

Code	Description	2011/12	2012/13	2013/14				Full Year Update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making	23%	26%	34%	35%			We have seen positive progress against this measure over the past three years. This measure remains a key area for focus for the service and Community Planning Partners in 2014/15.	Cherie Jarvie

COMMUNITY













Covalent Code	ACTION	Impact	Progress	Status	Full Year Update	Lead
SCS CUS 001	Ensure full deployment of new 2-stage Corporate Complaints procedure, in accordance with the Ombudsman's recommendations	Improved processing of customer feedback. Increased customer satisfaction			Action complete. Annual Complaints Report presented to R&A Committee on 20 June 2013.	Brian Forbes
SCS SAP 017	Develop and implement a Community Learning and Development Strategy to support objectives of the Making Clackmannanshire Better programme	Increase in strong sense of community Increased involvement in local decision-making			Whilst there was slippage against this action in 2013/14, this work has been tasked to, and is a key part of the Community Wellbeing Partnership Programme for 14/15.	Cherie Jarvie
SCS SAP 018	Deploy Citizen Space, corporate consultation guidance and toolkit and provide training to support implementation.	Improved satisfaction from communities on consultation.			Citizen Space consultation tool has now been fully deployed. Corporate guidance on consultation has been developed and published on Connect. A training programme on carrying out consultations and using Citizen Space has been carried out with identified key users. This training will be rolled out to wider employees through the Learning and Development programme and Leadership and Management Programme.	Cherie Jarvie





Covalent Code	ACTION	Impact	Progress	Status	Full Year Update	Lead
SCS SCS 016	Plan & deliver an extensive programme of major civic events in 2013/2014	Increase in strong sense of community	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div>100%</div>		A number of civic events were held throughout the year including International Workers Memorial Day in April, St John Vianney's Centenary Celebration on 4th August and the Annual Kirkin' of the Council Ceremony in October held at Alva Baptist Church. The Council also supported the Royal British Legion Scotland in their organisation of the Remembrance Parade in November. The Council supported Holocaust Memorial Day for the first time. The Citizen and Young Citizen of the Year Awards took place on 10th March as part of the Making Clackmannanshire Awards. All events were well attended by Elected Members and the Lord-Lieutenant.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS SCS 017	Develop 2014 Legacy Plan for Commonwealth Games and Ryder Cup	Increase strong sense of community	<div style="width: 69%;"><div style="background-color: #4f81bd; height: 10px; width: 69%;"></div>69%</div>		A draft legacy plan is being developed and a number of key workstreams are in progress, including an schedule of planned events and an adult learning programme which will secure a significant legacy for all communities. Activities will include: event planning and management, stewarding, first aid etc. The Queen's Baton Relay will be a major event in Clackmannanshire when it arrives on 25 June 2014. Though there is significant activity this is yet to be fully articulated a formal legacy plan.	Stuart Crickmar

Priority Outcome 9 - The Council is efficient, effective and recognised for excellence













Customer Results



Code	Description	2011/12	2012/13	2013/14			Full Year Update	Lead
		Value	Value	Value	Target	Long Trend		

Code	Description	2011/12	2012/13	2013/14				Full Year Update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
BUS BUS 002	Customer satisfaction with overall experience of Business Support	94.1%	94.1%	85.2%	96.0%			Surveys were carried out in most Services who use the Business Support services. The target shortfall was just over 10%. An action/improvement plan has been formulated and is monitored on a regular basis. Further investigation is being undertaken as to the most effective way to engage with our customers in order to achieve a higher response rate.	Alison Bryce
CUS CAP 001	Satisfaction with overall experience of Community Access Points	100.0%	97.8%	97.6%	100.0%			Customer satisfaction levels remain extremely high. We have introduced a number of new library services over the year, and these have been well received, however, year on year improvement is increasingly difficult at such high levels of satisfaction.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	90.0%	87.0%	90.4%	95.0%			Overall target not met however the trend indicates continual improvement throughout year. We will continue to use customer feedback to refine our processes to bring satisfaction closer to that achieved by CAPs.	Brian Forbes
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	100.0%	97.1%	100.0%	100.0%			Customer satisfaction remains consistently high in this service.	Brian Forbes
SAP SAP 001	Customer satisfaction with overall experience of Strategy & Performance	82.3%	85.0%	85.0%	90.0%			Strategy & Performance is measured annually, whilst teams within the service area, below, survey quarterly. We have maintained high levels of satisfaction whilst achieving managed contraction of services.	Cherie Jarvie
SAP SAP 002	Satisfaction with Strategy & Performance: Consultation and Information			100%	90%			Customer satisfaction remains consistently high in this service.	Cherie Jarvie













Code	Description	2011/12	2012/13	2013/14				Full Year Update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
SAP SAP 003	Satisfaction with Strategy & Performance: Communications services	94.95%	92.41%	94.82%	90%			<p>Significant projects during this year that we've had good feedback on include: extensive budget consultation programme; supporting consultations on early years provision and the local development plan. Campaigns have included foster care recruitment and the dog watch crackdown; supporting the launch of new services including Money Advice's new Making Advice Work project and the Home@Clacks service; publicity associated with welfare reform, the service moves to Kilncraigs, opening of new housing developments, the introduction of charges in adult care.</p> <p>Annual hits on ClacksWeb has increased to just below 2million with visits by mobile users increasing to 40%. The service launched the new mobile version of ClacksWeb in Q4 of 2013/14.</p> <p>Interest in the Council's social media accounts continued to grow in 2013/14 with followers on Facebook rising to 4010 (7.5% increase on 2012/13) and on Twitter to 4381 (3% increase on 2012/13).</p>	Cherie Jarvie
SCS SCS 016	Number of complaints received about service	4	9	14	7			<p>There has been a small increase in the number of complaints recorded in 2013/14 compared to the previous year (14 compared to 9). This should not necessarily be seen as a bad thing, reflecting an open approach to actively gathering customer feedback - whether good or bad. There are no discernible trends. 86% of all complaints recorded in 2013/14 were dealt with within timescales.</p>	Stuart Crickmar

People Results

Code	Description	2011/12	2012/13	2013/14				Full Year Update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
SAP S01 SCS	Staff survey - Strategy & Customer Services staff - I am satisfied with my job	69.2%	75.0%	68.8%	85.0%			The Service did not meet the target of 85% by 6.3%. Although there is no specific data as to why the target figure has not been met 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. We are reinvigorating efforts on staff engagement over the coming challenging year.	Stuart Crickmar; Cherie Jarvie, Brian Forbes, Alison Bryce
SAP S14 SCS	Staff survey - Strategy & Customer Services staff - My senior managers demonstrate strong and consistent leadership skills	44.2%	37.9%	54.8%	65.0%			Though good progress was made, the service did not meet the target by 10.2%. It is anticipated that this figure will increase following further efforts on staff engagement and the current Leadership Development Programme which is being undertaken by all Service Managers and Team Leaders.	Stuart Crickmar; Cherie Jarvie, Brian Forbes, Alison Bryce
SAP S15 SCS	Staff survey - Strategy & Customer Services staff - I have a Performance Review & Development meeting at least once a year	74.4%	76.9%	92.1%	95.0%			Though good progress was made, we did not meet this target by 2.9%. This is attributed to long-term staff absence and staff turnover. We will continue focus on this area to ensure that all staff get a PRDs and 121s regularly.	Stuart Crickmar; Cherie Jarvie, Brian Forbes, Alison Bryce
SAP S30 SCS	Staff survey - Strategy & Customer Services staff - I feel that communication across my service/team is good	43.6%	45.1%	51.6%	65.0%			Although the service did not meet this target in 13/14, we have seen steady improvement over the last three years. A number of initiatives are in place in the service to improve service communication and information. All of our approaches are constantly under review.	Stuart Crickmar; Cherie Jarvie, Brian Forbes, Alison Bryce
SAP S31 SCS	Staff survey - Strategy & Customer Services staff - I get all the information I need to do my job	48.7%	46.5%	50.0%	65.0%			The Service did not meet this target by 15% although there was an improvement on the previous year. The Service have been actively working with staff either through the induction process or through regular 1-1's to seek guidance and information on the needs of the staff to ensure they have the information they require to undertake their job.	Stuart Crickmar; Cherie Jarvie, Brian Forbes, Alison Bryce
SAP S34 SCS	Staff survey - Strategy & Customer Services staff - There are ways to	44.9%	37.6%	43.8%	65.0%			The Service did not reach the target by 21.2%. Although it is felt there are numerous ways to feedback information	Stuart Crickmar; Cherie Jarvie,


Code	Description	2011/12	2012/13	2013/14				Full Year Update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
	feedback my views to management within my service							i.e. team meetings, 1-1 meetings the effectiveness of these will come under review in the coming year. Staff will be involved in that process..	Brian Forbes, Alison Bryce
SAP S40 SCS	Staff survey - Strategy & Customer Services staff - Survey response rate	32.6%	40.4%	24.5%	65.0%			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	Value	Value	Target	Long Trend	Short Trend		
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	16.00%	12.10%	12.10%	19.00%			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%	38.00%	50.00%			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%	39.00%	50.00%			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%	67%	80%			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%	49.8%	55.0%			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%	44.9%	45.0%			This target was met (-0.1%). All Senior Managers and team leaders are currently undertaking the Leadership Development Programme which incorporates 1-1	Cherie Jarvie


Code	Description	2011/12	2012/13	2013/14				Full Year Update	Lead
		Value	Value	Value	Target	Long Trend	Short Trend		
								coaching., therefore we expect to see significant impact in the coming year.	
SAP S29 SCS	Staff survey - Strategy & Customer Services staff - The level and timing of communication across the Council is good	23.1%	27.5%	29.7%	50.0%	↑	↑	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%	38.8%	37.7%	50.0%	↑	↓	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	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		All actions are fully implemented.	Stuart Crickmar

Covalent Code	Sub-action	Progress	Status	Full Year Update	Lead
SCS SCS 020 1	Ensure regular (min 1/4ly) and systematic customer feedback systems on all key processes	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		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	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		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	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		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



Covalent Code	Sub-action	Progress	Status	Full Year Update	Lead
SCS SCS 018 1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		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	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		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	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		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







Covalent Code	ACTION	Impact	Progress	Status	Full Year Update	Lead
SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service	Increased efficiency Improved staff satisfaction	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		The service moved to Kilncraigs 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





Covalent Code	Sub-action	Progress	Status	Full Year Update	Lead
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







Covalent Code	ACTION	Impact	Progress	Status	Full Year Update	Lead
SCS SCS 022	Ensure necessary service efficiencies/budget reductions are achieved	Increased efficiency Reductions in operating costs Improved service delivery	 100%		See comments below.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

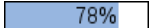

Covalent Code	Sub-action	Progress	Status	Full Year Update	Lead
SCS SCS 022 1	Identify potential 5% SCS budget reduction for 2014/15	 100%		Service budget reductions for 2014/15 have been agreed and achieved.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022 2	Conduct organisational review on extending business support model	 100%		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	 100%		Review has been incorporated into the budget proposals for 2014/15.	Cherie Jarvie

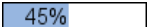





KEY PERFORMANCE ACTIONS


Covalent Code	ACTION	Impact	Progress	Status	Full Year Update	Lead
SCS SAP 021	Review and effectively deploy organizational approaches	Improved governance	 96%		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	 100%		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	 100%		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	Cherie Jarvie




				Management Development Programme in 14/15.	
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
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	<input type="text" value="69%"/>		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
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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	<input type="text" value="100%"/>		Annual reviews now complete.	Cherie Jarvie

Covalent Code	Sub-action	Progress	Status	Full Year Update	Lead
SCS SAP 023 1	SOA	<input type="text" value="100%"/>		Approved by Resources and Audit committee in Dec 2013.	Cherie Jarvie
SCS SAP 023 2	Corporate Plan	<input type="text" value="100%"/>		Approved by Resources and Audit committee in October 2013.	Cherie Jarvie
SCS SAP 023 3	SPI Direction	<input type="text" value="100%"/>		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	<input type="text" value="66%"/>		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	<input type="text" value="100%"/>		Scrutiny Improvement plan approved by R&A in Feb 2014.	Stuart Crickmar
SCS SCS 023 2	Complete 2 reviews agreed in Dec 2012	<input type="text" value="100%"/>		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	<input type="text" value="0%"/>		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 Convenor 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	<div style="width: 35%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 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	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 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	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 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.	<div style="width: 85%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 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	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 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