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**Report to Resources & Audit Committee**

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**Date of Meeting: 25 September 2014**

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**Subject: Strategy & Customer Services Performance and Finance Report**

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**Report by: Head of Strategy & Customer Services**

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**1.0 Purpose**

- 1.1. This report updates committee on the performance and finance position for Strategy & Customer Services for the 1st Quarter 14/15.
- 1.2. The performance element relates to the Service's Business Plan for 2014/15.

**2.0 Recommendations**

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

**3.0 Service Activity - Key Issues**

- 3.1. Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific. Strategy and Customer Services supports the vision of Finance and Corporate Services to;

*achieve excellence in the delivery of corporate, support and customer services and be recognised for our first class people, first class customer service and first class results.*

The main objectives of the service, in supporting this vision, are to;

- Support the strategic positioning of the Council;
- Enhance corporate performance and service delivery; and
- Deliver excellent services in local communities.

A full performance report from the Covalent systems is attached at Appendix 1, however, an overview of key service activity in Quarter 1 is outlined below.

- 3.2. Civic Events - A number of civic events were facilitated over this period, including:
- 28th April - Workers Memorial Day - this is an international day of remembrance for workers killed, disabled, injured or made unwell by their work. The event was led by the Provost with speeches from the Chief Executive and Unison representatives. The Memorial has been moved from Greenfield House to Kilncraigs.
- 23rd June - Armed Forces Day - this flag raising event was attended by members of the Royal British Legion Clackmannanshire and District Branch, Air and Army cadets and veterans. The Parade was inspected by Lord Lieutenant, Johnny Stewart accompanied by Provost Tina Murphy.
- 25th June - Queen's Baton Relay - the Provost and Depute Provosts attended a number of community events throughout the day.
- 3.3. Elected Members induction - A review is underway of the Training Needs Analysis from last year with a view to approving a training plan for outstanding training requests. Information is awaited from the Improvement Service on relevant training opportunities provided by this agency.
- 3.4. European Election Support - Business Support & Strategy and Performance staff provided postal vote support for a period of two weeks prior to the European Election's on 22nd May. .
- 3.5. Speirs Centre - Work continues on preparations for the opening of the refurbished Speirs Centre, including completion of a modern library, relocation of Registrars from Marshill House, creation of a new Local & Family History Centre alongside the Registrars, plus heritage and archive displays and exhibits. An interim library was set up in Lime Tree House in mid-June to allow building work to be completed. The Centre is scheduled to open in October 2014.
- 3.6. Scottishcertificates.org.uk - The first saw a record number of orders placed for replacement certificates since the service was launched last summer. Income of £15,000 was received in the first .
- 3.7. Out of Hours telephone service - An option appraisal exercise is underway to determine the most suitable method for delivering this service in future. This follows Police Scotland's decision to relocate their call handling services away from Randolphfield and the need to implement a new solution from late November.
- 3.8. Managed Contraction - Customer Services and Performance and Partnership Support have undertaken 3 year service reviews as outlined in business plan objectives for 2014/15. These will feed into forthcoming budget deliberations.
- 3.9. Voluntary Organisations - The Service manages funding to a number of voluntary organisations through Service Level Agreements (SLAs). Considerable effort has been placed on getting revised agreements in place over the first Quarter of the year. Most are now in place, though some were problematic leading to delays, and one remains outstanding. For those organisations where funding is due to cease at 30 September 2014, officers

have put in place 6-month SLAs for 2014/15. A number of organisations have been provided with advice and assistance regarding potential alternative sources of funding. Assistance, in collaboration with Clackmannanshire Third Sector Interface, will continue beyond 30 September where requested.

Following concerns about cash-flow information provided to the monitoring officer by Hawkhill Community Association during Quarter 1, Internal Audit were asked to conduct a limited-scope review. The audit concluded, based on the information provided, that there were concerns that some returns provided by the Association may not have adequately reflected the actual position, and, as such, only limited assurance could be provided. Hawkhill Community Association have since cooperated with the Council's monitoring officer in providing revised financial information.

- 3.10. Community Consultation & Engagement - We have continued to support ongoing community consultation and engagement work with specific focus around supporting community work for the Queen's Baton Relay, the Commonwealth Games and Legacy 2014. Work is on-going to support the development of local community plans, including in Tillicoultry and Clackmannan. Clackmannanshire Council has procured the web based Grantfinder tool (already used widely by Local Authorities in Scotland) to support community groups with access to funding. The Citizen Space consultation toolkit continues to be well utilised with 25 consultations supported in Quarter 1.
- 3.11. Making Clackmannanshire Better - Work has been progressing particularly under Workstreams 1, 3 and 5 of the MCB programme. This includes work that has been taken forward to identify cross-cutting groups of senior managers to take forward development of the Target Operating Models.
- 3.12. Strategy Development - We have been involved in on-going development work for a Legacy 2014 Plan for Clackmannanshire and a Gaelic Language Plan for Clackmannanshire in Quarter 1 of 2014/15.
- 3.13. Healthy Lunches Scheme - The Service has supported the delivery of the Healthy Lunches Scheme throughout the summer holidays commencing at the end of June 2014. Although take up numbers were lower than expected, they did increase during the first two weeks of the summer holidays. On the whole the scheme was implemented and delivered without any major problems or issues. An evaluation is being prepared.
- 3.14. Community Planning - Public Sector Reform continues to be a significant pressure, focussing on exploring joint arrangements with Stirling CPP and arrangements for further reform including implications of Community Empowerment and Renewal Bill, Future Models for Community Justice and Public Protection arrangements.
- 3.15. Queen's Baton Relay & Commonwealth Games - The Queen's Baton Relay visited Clackmannanshire on 25th June. A number of community events were held throughout the day culminating in an evening event at Lornhill Academy attended by approximately 3000 people, including the baton bearers. The event was enthusiastically supported by our communities with participation from both Primary and Secondary Schools. The event involved a number of

Council staff, not only in the planning but also stewarding within the communities.

- 3.16. Strategy and Customer Services were involved in the planning, organisation, communication and emergency/incident planning of both Queen's Baton Relay and Commonwealth Games. Queen's Baton Relay planning meetings took place almost daily in the run up to the event. The Control Rooms both at Police Headquarters and Kilncraigs were staffed by Emergency Planning and associated staff to a successful conclusion.

Communication with media and the Glasgow 2014 team were maintained well throughout the day with good coverage at a national and local level.

- 3.17. Emergency Planning - In April, Clackmannanshire Council hosted an Incident Assistance Team exercise at Lime Tree House involving Falkirk, Stirling and Clackmannanshire Council staff who have volunteered to provide humanitarian assistance in emergencies. There was also Council Incident Officer training which took place at Diageo involving key staff within the Council.

The first multi-agency Prison exercise took place at Glenochil Prison in May; this was attended by three Council managers dealing with a humanitarian scenario. An East of Scotland Resilience Partnership Airwave exercise controlled from Clackmannanshire took place involving all Police and Fire Control Rooms, the Scottish Ambulance Service and 25 other agencies. This is the first exercise of this kind ever conducted in Scotland.

#### 4.0 Financial Performance

- 4.1. This element of report is intended to complement Corporate reporting arrangements. When considered in conjunction with the regular service performance reports, it is the aim that Elected Members will gain a greater understanding and awareness of Service activities, which in turn will facilitate more effective scrutiny and the maximisation of the use of resources.
- 4.2. The undernoted table outlines the financial position as at end of June 2014 comparing the projected expenditure for this period with the profiled budgeted expenditure. A detailed analysis of variances in respect of each service area is attached at Appendix 2.

	<b>Annual Budget</b> <b>£'000</b>	<b>Projected Outturn</b> <b>£'000</b>	<b>Variance</b> <b>£'000</b>
Business Support	2,618	2,441	(177)
CEO	193	190	(3)
Comms &Marketing	306	292	(13)

	<b>Annual Budget</b>	<b>Projected Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Customer Services & Libraries	1,632	1,464	(168)
Head of Strategy & Customer Services	97	91	(6)
Member Services	413	419	6
Performance & Business Change	1,209	1,208	(1)
<b>TOTAL</b>	<b>6,480</b>	<b>6,105</b>	<b>(363)</b>

- 4.3. The overall variance for Strategy and Customer Services is currently predicted to be underspent by £363,000 at the end of the financial year.
- 4.4. The major variances above can be attributed to Business Support and Customer Services/Libraries. Almost £51K of this is as a result of postage savings relating to on-going improvements to the clean mail policy. A further £25K is attributable to ongoing efforts to realise employee related efficiencies in Business Support. £82k is related to vacancies and delays in recruiting. There has also been increased income (£60k) in relation to income generated from the Scottish Certificates website.
- 4.5. Progress with Savings - Approved budget savings for 2014/15 are being implemented, with all expected to be fully realised. These are summarised in the undernoted table.

<b>Description of 2014/15 saving</b>	<b>Approved (£)</b>	<b>Expected (£)</b>
Review of voluntary organisations (corporate)	66,110	66,110
Subscriptions (various)	1,770	1,770
Review of Business Support	160,000	160,000
Corporate Training Budget	50,000	50,000
Review of Customer Services	50,000	50,000
Review of Strategy & Performance	50,000	50,000
<b>TOTAL</b>	<b>377,880</b>	<b>377,880</b>

- 4.6. Looking forward to the 2015/16 Budget the service has a number of reviews underway. These include a review in Customer Services, Strategy and

Performance and Business Support with the development of a service delivery strategy that includes consideration of statutory and discretionary functions provided. This will feed into the work of MCB cross-cutting groups. In addition, we continue to seek out opportunities for efficiencies within existing services models, with an element already identified for 2015/16.

## **5.0 Business Performance**

5.1. Strategy and Customer services performance contributes to the overall achievement of corporate priority outcomes, but is primarily focussed on;

- Our communities are more cohesive and inclusive; and
- The Council is effective, efficient and recognised for excellence.

Below are some of the activities that the service has implemented which relate to the achievement of these priority outcomes.

The Council is effective, efficient and recognised for excellence

5.2. Clacks 1000 -. The eleventh survey of Clacks 1000 was carried out in Quarter one of 2014/15. The survey achieved a response rate of 69%. Themes for the survey reflected the SOA outcomes and questions were asked of the panel under each outcome. The full report will be presented to the Clackmannanshire Alliance in September and made available on Clacksweb. Provision has been made for focus groups to be held with members of the panel later in the year which will help support the Councils consultation and engagement work.

## **6.0 Achievements**

6.1. Business Support - In June, one member of staff achieved their ILM certificate - Level 2 Certificate in Team Leading. Three other members of staff are still completing this course.

6.2. There were two Long Service Awards presented to Business Support staff following 25 years of service.

6.3. Staff Engagement - All PRD's and Learning and Development requests were completed within the Quarter as planned.

## **7.0 Opportunities, Challenges & Risks**

7.1. The service reviews its risks on a monthly basis and records risks through Covalent. The service risk register is contained within Appendix 1.

7.2. Communication with staff is an area of risk identified, not least because it is a recurring theme of staff feedback. Significant management effort has, and will continue to be applied. All staff PRDs are complete, and checks are underway to ensure that all staff are involved in team meetings and receive regular 121 supervisory meetings or equivalent. All team meetings use the same agenda as a basis to ensure that information is systematically communicated. In addition, we have introduced a cascade communication. This sees identical information being shared and discussed with all staff at their

team meetings. There has been consultation with staff through team meetings, teamroom (Business Support) and CONNECT in relation to the new ways of working and changes to terms and conditions.

## 8.0 Sustainability Implications

8.1. There are no direct sustainability implications arising from this report.

## 9.0 Resource Implications

9.1. *Financial Details*

9.2. 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 ☒

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

9.4. *Staffing*

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

## 10.0 Exempt Reports

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

## 11.0 Declarations

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

(1) **Our Priorities** (Please double click on the check box ☒)

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

(2) **Council Policies** (Please detail)

## 12.0 Equalities Impact

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

Yes ☐ No ☒ not applicable.

## 13.0 Legality

- 13.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

## 14.0 Appendices

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

Appendix 1: Covalent

Appendix 2: Performance

## 15.0 Background Papers

- 15.1 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 ☐

### Strategy & Customer Services Business Plan 2014/15

#### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127













#### Approved by




NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	Signed: S Crickmar
Nikki Bridle	Depute Chief Executive	Signed: N Bridle

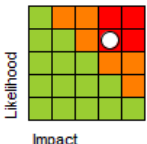





## Quarter 1 Progress Report

## KEY TO SYMBOLS





PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available


ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled

RISKS		
Current Rating = Likelihood x Impact (1 - 5)		Status
		 Rating 16 and above
		 Rating 10 to 15
		 Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		

## PRIORITY OUTCOME 2 - OUR COMMUNITIES ARE MORE INCLUSIVE AND COHESIVE



### 2.2 Community Actions









Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS BUS 001	Support the Provost to deliver a programme of civic events in 2014/15	31-Mar-2015	<div><div>70%</div></div>		<p>28th April 2014 - Workers Memorial Day - This was lead by the Provost and well attended by the Chief Executive, Senior Managers, Elected Members, Trade Union representatives and staff.</p> <p>23rd June, 2014 - Armed Forces Day Flag Raising - This was lead by the Provost with attendance by the Lord-Lieutenant, Royal British Legion Scotland, veterans as well as the Senior Management Team, Elected Members and MP.</p> <p>25th June, 2014 - Queen's Baton Relay - The Provost and Elected Members attended a number of community events throughout the day to mark the Queen's Baton Relay event in Clackmannanshire, culminating in an evening event at Lornshill Academy, when all the baton bearers for Clackmannanshire attended, along with approximately 2,500 members of the public/community participants and families of the baton bearers.</p>	Alison Bryce
SCS SAP 006	Provide support for elections and referendum in 2014/15	31-Dec-2014	<div><div>75%</div></div>		A timetable has been issued with key dates in relation to the postal votes. Business Support staff have volunteered to undertake this work throughout the month of September. Training has been organised for staff at the beginning of September.	Alison Bryce
SCS SAP 007	Support consultations on major policy priorities: - budget process, by 31st December 2014 - corporate strategies, by 31st March 2015 - MCB initiatives, by 31st March 2015	31-Mar-2015	<div><div>0%</div></div>		Consultations on major priorities in the Business Plan have not yet commenced, although significant support on consultation continues to be provided by the service.	Cherie Jarvie
SCS SCS 001	Support delivery of Commonwealth Games and Legacy 2014 activities including Queen's Baton Relay	31-Dec-2014	<div><div>100%</div></div>		Activities to support the Queen's Baton Relay and Commonwealth Games were successfully delivered in quarter one including second team support arrangements.	Stuart Crickmar


SCS SCS 002	MCB Workstream 1 Making it Happen - Tullibody Pilot <ul style="list-style-type: none"> <li>• Take the lead on Test of Change for Integrated Transactional Services</li> <li>• Support Test of Change on Integrated Family and Community based Services</li> <li>• Support Test of Change on Integrated Preventative and Early Intervention Service for Vulnerable People and Families</li> </ul>	31-Dec-2014	<div> <div></div> 26% </div>		Work is ongoing with the Senior Managers Forum to identify cross-cutting groups to support change.	Stuart Crickmar
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## PRIORITY OUTCOME 9 - THE COUNCIL IS EFFICIENT, EFFECTIVE AND RECOGNISED FOR EXCELLENCE


### 9.1 Customer Results

Code	Description	2011/12	2012/13	2013/14	2014/15	Q1 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
CUS C02 SCS	% formal complaints dealt with within timescale			92.9	100	100		1 complaint responded to in target timescale.	Brian Forbes
BUS BUS 002	Customer satisfaction with overall experience of Business Support	94.1%	94.1%	85.2%	95.0%	100.0%		Survey completed in June 2014 for customers within Education and Housing. although there was a very poor response rate (7.6%), the results highlighted an improvement from previous years in all areas. 100% of the responders were happy with the service they received. An improvement/action plan has been formulated. Further investigation is being undertaken as to ways of improving feedback from customers.	Alison Bryce


Code	Description	2011/12	2012/13	2013/14	2014/15	Q1 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
BUS CNQ SCS	% of Councillor enquiries dealt with within timescale: Strategy & Customer Services			69.2%	100.0%	66.6%		One enquiry was completed outwith timescale. The enquiry related to out of hours emergency cover and required liaison with Police Scotland.	Stuart Crickmar
BUS MPQ SCS	% MP/MSP enquiries dealt with within timescale			53.8%	100.0%	100.0%		One MP enquiry received which was dealt within timescale - further enquiry received relating to same enquiry requesting additional information,	Stuart Crickmar
CUS C01 SCS	Number of formal complaints received about service	4	9	14	9	1		One complaint about wording of overdue library book letter - wording now softened and response provided to customer.	Brian Forbes
CUS C03 SCS	% formal complaints upheld/partially upheld Strategy & Customer Services			64.3%	0%	100%		As above. Feedback accepted and acted upon.	Brian Forbes
CUS CAP 001	Satisfaction with overall experience of Community Access Points	100.0%	97.8%	97.6%	100.0%	97.4%		High levels of satisfaction continue to be maintained.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	90.0%	87.0%	90.4%	92.0%	85.8%		Analysis of the latest feedback suggests that the reduction in customer satisfaction levels is due to dissatisfaction with service fulfilment. Learning is passed on to services. Future surveys will include an additional question to split out satisfaction with a) initial contact and b) service fulfilment.	Brian Forbes
SAP SAP 002	Satisfaction with Strategy & Performance: Consultation and Information			100%	100%	92%		Satisfaction with support in developing consultations and providing information remains high. Citizen space consultations continue to grow steadily.	Cherie Jarvie
SAP SAP 003	Satisfaction with Strategy & Performance: Communications services	94.95%	92.41%	94.82%	96%	92.72%		In Quarter 1 the team's work programme included tasks associated with the Queen's Baton Relay, launch of the new iTrent system. Editions of both Grapevine and View publications were produced and support was provided for the European Election; Overall Customer feedback remains largely positive.	Cherie Jarvie

Code	Description	2011/12	2012/13	2013/14	2014/15	Q1 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
GOV FOI SCS	% FOI enquiries responded to within timescale: Strategy & Customer Services			85.7%	100.0%	100.0%		9 enquiries received and dealt with within timescale.	Brian Forbes





## 9.2 People Results


Code	Description	2013/14	2014/15	Q1 2014/15		Latest Note	Lead
		Value	Target	Value	Short Trend		
GOV AB1 SCS	Average Days Sickness Absence (Strategy & Customer Services)	9.1 days	7.0 days	3.4 days		Detailed service absence figures reports from Itrent are reviewed at management team meeting on a monthly basis. The service continues to implement the Council's Maximising Attendance Policy.	Alison Bryce; Stuart Crickmar; Brian Forbes

## 9.3 Financial Results


Code	Description	2011/12	2012/13	2013/14	2014/15	Q1 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
SCS SCS BUD	Budget savings	N/A	N/A	£272.83k	£310k	£310k		Service budget savings for 14/15 have implemented and expected to be fully realised.	Alison Bryce; Brian Forbes; Cherie Jarvie




## 9.4 Customer Actions

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS CUS 004	Open newly refurbished Speirs Centre facility including modern library, registrars and local and family history service (local history: Speirs, Patons & Kilncraigs reception)	30-Sep-2014	<div><div>90%</div></div>		Opening date revised to Saturday 18 October 2014 when there will be a community event. A formal opening event will also be scheduled, date to be agreed. Delays due to combination of issues including building works and supply of library shelving.	Brian Forbes
SCS SCS 030	Working with colleagues in Education, support the development of a Gaelic Language Plan	30-Sep-2014	<div><div>80%</div></div>		Draft Gaelic Language Plan has been completed for Clackmannanshire. Work is ongoing to align with the draft Stirling plan where actions lie with shared service (Education). Deadline for submission to Bord na Gaidhlig for both plans is February 2015.	Brian Forbes; Cherie Jarvie
SCS SCS 031	Ensure Strategy & Customer Services Year 1 actions relating to Gaelic Language Plan are implemented	31-Mar-2015	<div><div>10%</div></div>		Year one actions of the plan will commence following final approval by the Bord na Gaidhlig. Early work has however commenced in exploring signage with Gaelic translation and Corporate web pages/email with Gaelic translation.	Brian Forbes; Cherie Jarvie
SCS SCS 032	Strategy & Customer Services will demonstrate that it continues to build on the CSE quality standard by achieving reaccreditation	31-Jul-2014	<div><div>100%</div></div>		CSE Reaccreditation has been achieved in 2014/15 for Strategy and Customer Services.	Stuart Crickmar

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 032 i	Achieve reaccreditation CSE standard	31-Jul-2014	<div><div>100%</div></div>		CSE Reaccreditation has been achieved in 2014/15 for Strategy and Customer Services.	Stuart Crickmar

## 9.5 People Actions

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 033	Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard	31-Mar-2015	<div><div>70%</div></div>		Strategy and Customer Services are making good progress in implementing actions in line with the IIP standard.	Stuart Crickmar

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 033 i	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	31-Aug-2014	<div><div>80%</div></div>		Business Support - Training needs have been identified following PRD, objectives have been set and discussed with staff and team plans formulated. Risk and Issues Log discussed and reviewed on a monthly basis. Customer Service - Objectives and training needs identified for 2014/15. Clearer links established with Information, Library & Learning and Customer Contact Management strategies respectively. Strategy and Performance - Objectives and training needs identified for 2014/15.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 033 ii	Sample assess 10% PRDs to ensure all are done and high standards are maintained	31-Aug-2014	<div><div>80%</div></div>		Sample assessment of 10% of staff in Business Support & Strategy and Performance - 100% of staff have received a PRD and have outlined training requirements. Customer Services - Sample assessment of 10% of staff almost complete.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 033 iii	Develop a service workforce plan that will support the service's priorities, including managed contraction over the next 5 years	31-Dec-2014	<div><div>30%</div></div>		Workforce planning is a key element of the service reviews that have been carried out to date. Following approval of reviews a service wide overview workforce development plan will be developed.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

## 9.6 Resources Actions



Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS BUS 002	Implement Business Support model recommendations and reflect managed contraction of Council services	30-Jun-2014	<div><div>100%</div></div>	✓	Efficiency savings have been achieved for the coming year. Team Leader post in Education and Housing has been extended until 30th September; thereafter will look at management responsibilities amongst current Team Leaders.	Alison Bryce
SCS CUS 003	Conduct review of Customer Services to achieve savings and reflect managed contraction of Council services	30-Jun-2014	<div><div>100%</div></div>	✓	Review completed for consideration.	Brian Forbes
SCS SAP 008	Conduct review of current Strategy and Performance business model/structures to achieve savings and reflect managed contraction of Council services	30-Jun-2014	<div><div>100%</div></div>	✓	Review completed for consideration.	Cherie Jarvie



## 9.7 Key Performance Actions - Outcomes


Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
CUS LIB 001	Implement Information, Library, & Learning Strategy actions in support of MCB programme	31-Mar-2015	<div><div>35%</div></div>	✓	Strategy approved December 2013. Number of key elements implemented or in progress. Online library services and eBooks introduced early 2014. Speirs Centre nearing completion.	Brian Forbes
SCS CUS 005	Develop a revised Corporate Customer Service Strategy	31-Oct-2014	<div><div>30%</div></div>	⚠	Original delay due to Team Leader absence. Updated Customer Contact Management Strategy now being taken forward as part of wider MCB Programme, in particular Workstream 1. Project remit under development.	Brian Forbes







Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 001	Support Public Service Reform & efficient business of the Alliance through implementation of agreed delivery plans	31-Mar-2015	30%	✓	Agreed delivery plans are in place and are being regularly reported to CWPT and BJSPT and Alliance. Wider work planned to explore CPP structures and plans to support Public Service Reform and Community Planning in Clackmannanshire. This work includes looking at joint arrangements between Stirling and Clacks CPPs, looking at overall governance arrangements for CPPs in Clackmannanshire, Joint Resourcing work with partners and planning for future reform including public protection arrangements, community justice arrangements and implications from CERB.	Stuart Crickmar; Cherie Jarvie
SCS SAP 002	Secure agreement on joint resourcing plans for the Alliance	31-Mar-2015	30%	✓	Work undertaken with partners on early actions for developing joint resourcing plans for the Alliance and a number of next steps agreed. Development of Joint Resourcing is a standing agenda item at Alliance meetings.	Cherie Jarvie
SCS SAP 003	Through Community Wellbeing Partnership Team develop a 3rd sector commissioning strategy that supports delivery of the SOA whilst enabling a sustainable 3rd sector in Clackmannanshire	31-Mar-2015	10%	✓	Early work has commenced on developing a 3rd Sector Commissioning Strategy that supports delivery of the SOA. This work predominantly relates to the work in reshaping care for older peoples services where a number of workshops and discussions have taken place. Development of Public Social Partnership models are a key focus for the service in taking third sector commissioning forward in Clackmannanshire.	Stuart Crickmar
SCS SAP 005	Refresh Single Outcome Agreement	30-Sep-2014	30%	⚠	Whilst work to refresh the Single Outcome Agreement has commenced, however this work is likely to be postponed to later in year to enable essential development work on the governance and structure of the CPP in taking forward the actions plans supporting the SOA and developments locally to support national reform and change.	Cherie Jarvie
SCS SAP 009	Implement People Strategy actions in support of MCB programme	31-Mar-2015	30%	✓	Progress is underway on implementation of the People Strategy Action Plan, particularly in relation to Leadership and Management Development programme which is on track. The service is currently recruiting to the vacant OD Advisor post.	Cherie Jarvie


Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 010	Develop an organisational Workforce Plan in support of the MCB programme	31-Dec-2014	<div><div>10%</div></div>		This work was delayed due to a vacancy with the OD Advisors post. Now being progressed as part of an MCB crosscutting group.	Cherie Jarvie
SCS SAP 011	Implement Communications & Marketing Strategy actions in support of the MCB programme	31-Mar-2015	<div><div>30%</div></div>		Progress is underway on implementation of the Comms Strategy action plan. In quarter one the service has focussed on developing and promoting the Councils mobile web access for android and iOS; developed an e-version of Grapevine and delivered targeted marketing and PR work to take advantage of opportunities around 2014 events (including advertising in the CG 2014 official programme and specific case study in the Times).	Cherie Jarvie


Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 024	Implement CIM improvement framework	31-Mar-2015	<div><div>41%</div></div>		See comment below.	Cherie Jarvie
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 024 i	Support SCS, CRS, Support Services to retain CSE	31-Mar-2015	<div><div>33%</div></div>		Strategy and Customer Services were audited in July and were successful in retaining CSE accreditation. Development and Environment are due for audit in October and Support Services in November. Work is ongoing to ensure that these services are well placed to retain accreditation.	Cherie Jarvie

SCS SAP 024 ii	Deliver the CIM self assessment programme	31-Mar-2015	<div><div>50%</div></div>		A CIM Assessment of Child Care services is nearing completion. Work has begun on aligning the CIM process with the Corporate Governance Assurance process which will provide a single, annual process which will inform Governance, Business Excellence (EFQM) and CSE. It is intended to pilot this approach this year to support the Annual Governance Statement.	Cherie Jarvie
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Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 025	Report annual reviews	31-Dec-2014	<div><div>60%</div></div>		All annual reviews on track.	Cherie Jarvie

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 025 i	Report annual reviews: SOA	31-Dec-2014	<div><div>20%</div></div>		Report will be submitted to December R&A.	Cherie Jarvie
SCS SAP 025 ii	Report annual reviews: Corporate Plan	31-Dec-2014	<div><div>80%</div></div>		Report will be presented to September R&A.	Cherie Jarvie
SCS SAP 025 iii	Report annual reviews: SPI Direction	30-Sep-2014	<div><div>80%</div></div>		Report will be presented to September R&A.	Cherie Jarvie


Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 034	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2015	<div><div>62%</div></div>		See progress below.	Brian Forbes


Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 034 i	Ensure that Strategy & Customer Services operates to very highest standards of Governance: Review service records management, data protection & FOI systems & improve staff awareness & development	31-Oct-2014	<div><div>50%</div></div>		There has been significant moves towards electronic document and records management following the move to Kilncraigs and in preparation for staff moving to the Speirs Centre. Data Protection training has been provided to all Team Leaders. We continue to monitor our responsiveness and effectiveness in	Brian Forbes



					the handling of FOI's.	
SCS SCS 034 ii	Ensure that Strategy & Customer Services operates to very highest standards of Governance: Review service equality & diversity systems and improve staff awareness & development	31-Dec-2014	<div><div>50%</div></div>	✓	Team Leaders and Service Managers have received equality and diversity training as part of the Leadership and Development Programme. Feedback on the Council's EQIA toolkit has been gathered by the service, with a view to further improving the process. An online Equality & Diversity training package has been made available on OLLE.	Brian Forbes
SCS SCS 034 iii	Ensure that Strategy & Customer Services operates to very highest standards of Governance: Review service systems for dissemination of policies and procedures to staff improve staff awareness & development	31-Mar-2015	<div><div>50%</div></div>	✓	Cascade process continues to be used to communicate the latest policies and procedures. Updates and changes to operational procedures are routinely communicated to front line staff via email, at team meetings, on Teamroom, on Connect and via staff training sessions.	Brian Forbes
SCS SCS 034 iv	Ensure that Strategy & Customer Services operates to very highest standards of Governance: Review systems and staff awareness of Finance Regulations, CSO & delegated responsibility	31-Mar-2015	<div><div>50%</div></div>	✓	A number of staff have undertaken training on the latest Procurement developments, including levels of delegated authority. Further refresher sessions have been requested on procurement and CSO matters. Level of delegated responsibility will be re-assessed and reviewed by end of FY.	Brian Forbes


Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 036	Review and effectively deploy organizational approaches	31-Mar-2015	<div><div>50%</div></div>	✓	See comments below.	Cherie Jarvie

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 036 i	Risk management	31-Dec-2014	<div><div>70%</div></div>	✓	Risk management approaches have been reviewed jointly with colleagues in Resources and Governance. A revised Corporate Risk Management Policy will be complete by December 2014.	Cherie Jarvie
SCS SCS 036 ii	Programme & Project Management	31-Oct-2014	<div><div>60%</div></div>	✓	The service has reviewed corporate programme and project management approaches in line with developments in MCB which has resulted in revised draft documentation. These will be completed by 31st October 2014.	Stuart Crickmar

SCS SCS 036 iii	Management Information	31-Mar-2015	<div><div></div></div> 20%		Management Information continues to be improved with developments in Covalent performance management system, Management Information provided for CMT and training provided to elected members on the Councils Performance Management Framework in Quarter one.	Cherie Jarvie
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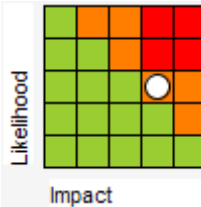
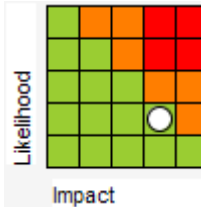
Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 039	Scrutiny Improvement	31-Mar-2015	<div><div></div></div> 40%		The service is progressing with Scrutiny improvement plan agreed with R&A Committee .	Stuart Crickmar


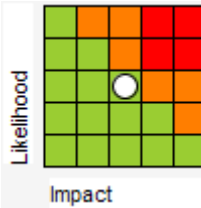
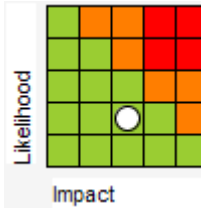
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 039 i	Scrutiny Improvement: - Implement plan approved Feb 2014	31-Mar-2015	<div><div></div></div> 50%		Performance Management Framework now revised and training held with Elected Members in Quarter one of 14/15. PMF Guide shared with all partners and CMT to raise awareness of the Scrutiny role.	Stuart Crickmar
SCS SCS 039 ii	Scrutiny Improvement: - Undertake risk-based assessment with R&A Committee	31-Dec-2014	<div><div></div></div> 30%		To be arranged following discussion with the Convenor .	Stuart Crickmar

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 041	Gain council approval and Implement the revised Capital Asset Management Strategy to support Making Clackmannanshire Better	31-Oct-2014	<div><div></div></div> 20%		The strategy will play a key role is shaping and informing future capital decisions, linking in with the work of MCB cross-cutting groups. Development of a draft strategy is a priority for the Capital Investment Group over the coming months. It is however delayed and will unlikely complete before the year end.	Stuart Crickmar


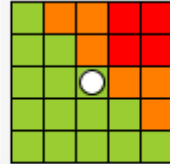
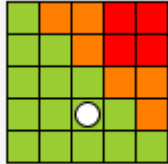



## Risk Register 2014-15

RISK	FCS SCS 021	Corporate governance requirements not adhered to	Status		Current Rating	12	Target Rating	8
Managed By	Alison Bryce; Brian Forbes; Cherie Jarvie							
Potential Effect	Reputational damage; loss of confidence, legal action							
Related Actions	SCS SCS 034	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Internal Controls		Governance Strategy			
					Staff induction and development			
Latest Note	Service risk seminars with all team leaders have been implemented to ensure the service is adhering to corporate governance requirements. The leadership and Management Development Programme which commences in Q4 2013/14 will ensure that all team leaders are trained in essential elements of management and governance.							


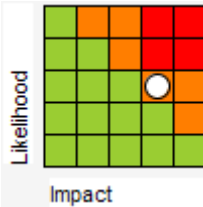
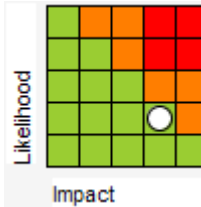
RISK	FCS SCS 023	Community engagement/communications failures	Status		Current Rating	9	Target Rating	6
Managed By	Cherie Jarvie							
Potential Effect	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence							
Related Actions	SCS SAP 007	<b>Support consultations on major policy priorities:</b> - budget process, by 31st December 2014 - corporate strategies, by 31st March 2015 - MCB initiatives, by 31st March 2015			Internal Controls	Community Engagement Process		
						Single Outcome Agreement		
Latest Note	We have implemented an engagement/communication interface for consulting and sharing information with							


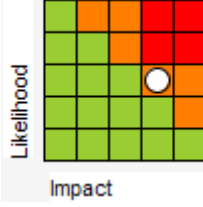
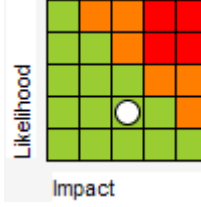
	communities. We have also developed a detailed consultation toolkit for guidance and practical advice on engaging and consulting with communities. We are in the process of developing a similar toolkit for engaging with communities based on the national standards and recognised good practice. The service continues to support a wide range of community groups in a wide range of ways. Monthly progress reports are prepared by the service on progress on Community Engagement, Development and Consultation. A review of community engagement is complete and will inform development of the community engagement framework.				
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RISK	FCS SCS 025	Failures of communication with staff	Status		Current Rating	9	Target Rating	6
Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie				<div><div>Likelihood</div><div></div><div>Impact</div></div>		<div><div>Likelihood</div><div></div><div>Impact</div></div>	
Potential Effect	Loss of morale Loss of efficiency							
Related Actions	SCS SCS 028	Ensure effective communication with staff during changes in service operating models, structures and ways of working.			Internal Controls		Communications Strategy	
Latest Note	A wide number of communication tools have been implemented to improve communications. These have included a formal cascade briefing, a Directorate newsletter and staff 'lite bite' sessions. Based on feedback the service has held awareness raising and feedback sessions with service to improve how we use CONNECT as a corporate communications tool. We will continue to explore options for communication with employees in the service throughout 14/15.							

RISK	SCS SCS 001	Failure to meet required budget savings	Status		Current Rating	4	Target Rating	4
Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie				<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div>		<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div>	
Potential Effect	Financial loss; Reputational damage							
Related Actions	SCS SCS 027	Implement budget saving proposals			Internal Controls		Budget Challenge & Financial Monitoring	
Latest Note	Service reviews undertaken with options and proposals for meeting budget savings over the next three years.							



RISK	SCS SCS 003	Loss of key skills, knowledge or capacity due to contraction of service and staff base	Status		Current Rating	12	Target Rating	8
Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie				<div><div>Likelihood</div><div></div><div>Impact</div></div>		<div><div>Likelihood</div><div></div><div>Impact</div></div>	
Potential Effect	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction							
Related Actions	SCS SAP 009	Implement People Strategy actions in support of MCB programme	Internal Controls		Workforce Planning Process			
	SCS SAP 011	Implement Communications & Marketing Strategy actions in support of the MCB programme						
Latest Note	Service reviews undertaken have considered implications of workforce and succession planning of proposed service changes. L&D needs have been identified and progressed along with service involvement in the Leadership Programme (pathways 1&2). Pathway 3 - Development of Future Managers programme will assist with workforce planning for the service.							

RISK	SCS SCS 004	Failure to ensure effective partnership working to support Community Planning	Status		Current Rating	12	Target Rating	6
Managed By	Cherie Jarvie				<div><div>Likelihood</div><div></div><div>Impact</div></div>		<div><div>Likelihood</div><div></div><div>Impact</div></div>	
Potential Effect	SOA objectives not met Breakdown in trust and reputational damage Loss of confidence Lack of joined up services and budget savings not met							
Related Actions	SCS SAP 001	Support Public Service Reform & efficient business of the Alliance through implementation of agreed delivery plans	Internal Controls		Community Engagement Process			
	SCS SAP 002	Secure agreement on joint resourcing plans for the Alliance						
	SCS SAP 003	Through Community Wellbeing Partnership Team develop a 3rd sector commissioning strategy that supports delivery of the SOA whilst enabling a sustainable 3rd sector in Clackmannanshire						
Latest Note	Memorandum of Understanding agreed by all partners in place and Terms of Reference for key partnership groups in place. Focussed work in 14/15 on structures and governance of partnerships and joint resourcing of activities around the SOA outcomes will strengthen community planning in Clackmannanshire. Implementation of CERB legislation will also strengthen the legal basis for community planning.							



**Strategy & Customer Services Budget v's Outturn****June Outturn**

	<b>Budget 14-15 £'000</b>	<b>Outturn 14-15 £'000</b>	<b>Variance 14-15 £'000</b>
<b>Variance</b>	<b>6,468</b>	<b>6,105</b>	<b>(363)</b>
<b>Business Support</b>			
Staff turnover and vacancy management due to length of recruitment process. Funding of five modern apprentices included in this underspend			(117)
Holiday Buy Back			(2)
Mail Budget underspends from clean mail discount and recharges to departments			(51)
Children's Panel - Agreement has changed to admin charge only, no expenses			(2)
Other - Supplies & Services			(5)
<b>Business Support Total</b>	<b>2,618</b>	<b>2,441</b>	<b>(177)</b>
<b>CEO</b>			
CEO saving in supplies & services forecast in line with last year			(6)
Payment to Alloa Athletic was taken as a saving, but due to the wording of the SLA for 13/14, we are legally bound to pay the grant again for 14/15			5
Royal visit took place in July but only cost was catering			(2)
<b>CEO TOTAL</b>	<b>193</b>	<b>190</b>	<b>(3)</b>
<b>Comms And Marketing</b>			
Underspend due to new 2 new members of staff being on lower scale point than budgeted for			(8)
Holiday Buy Back			(1)
Corporate Newspaper underspend on printing, photographer and delivery charges			(2)
Other supplies and services underspends			(2)
<b>Comms And Marketing Total</b>	<b>306</b>	<b>292</b>	<b>(13)</b>
<b>Customer Services &amp; Libraries</b>			
Business case being submitted to make changes due to staff leaving through VS, plus vacancies from offices moving and closing, will require restructure in the future			(69)
Holiday Buy Back			(2)
Out of Hours -Service outsourced to Central Scotland Police is provided free of charge prior year, contract continues to be looked at and may incur costs in the future. Assuming no charge until an agreement is made.			(13)
Income generated from launch of Scottish Certificates website which provides replacement Birth, Death, Marriage etc certificates. This could reduce or stop at any time if other sites are launched. Current income is sitting at approx £5k per month			(60)
Estimated income for Registrars (from ceremonies etc) looks likely to be higher than budgeted			(10)
Emergency Planning underspend from staffing relief budget not being used and very little spend on supplies and services			(9)
Other from supplies and services			(5)
<b>Customer Services &amp; Libraries Total</b>	<b>1,632</b>	<b>1,464</b>	<b>(168)</b>

**Strategy & Customer Services Budget v's Outturn****June Outturn**

	<b>Budget 14-15 £'000</b>	<b>Outturn 14-15 £'000</b>	<b>Variance 14-15 £'000</b>
<b>Head Of Strategy &amp; Customer Services</b>			
Underspend in supplies and services in line with previous financial years			(6)
<b>Head Of Strategy &amp; Customer Services Total</b>	<b>97</b>	<b>91</b>	<b>(6)</b>
<b>Members Services</b>			
Unachievable income due to changes in Board members previously recharged.			11
Underspend in Members Training - not used in 13/14			(4)
Other underspends in supplies and services			(1)
<b>Members Services Total</b>	<b>413</b>	<b>419</b>	<b>6</b>
<b>Performance and Business Change</b>			
Timing of recruitment to vacancy and staff on lower Scale points			(13)
Holiday Buy Back			(3)
Corporate Training projected on budgeted at the moment, until the bids have been approved			0
Making Clacks Better. Agency Staff fees for Project Manager for April only £7K. Payment to NESTA for £25K for Grant Contribution to Open Data Scotland Programme			32
Underspend in Community Engagement, budget transferred from old Culture codes. May be used later in the year for additional payments to Community Councils.			(7)
Performance Partnership underspend in Payments to Other Agencies, has not been fully spent the last two years, but previous to this was used for a review of the payments to Voluntary Organisations.			(10)
Other			0
<b>Performance and Business Change Total</b>	<b>1,209</b>	<b>1,208</b>	<b>(1)</b>
<b>Strategy &amp; Customer Services Total</b>	<b>6,468</b>	<b>6,105</b>	<b>(363)</b>