CLACKMANNANSHIRE COUNCIL

Report to Resources & Audit Committee

Date of Meeting: 4th December, 2014

**Subject: Strategy & Customer Services Performance and Finance
Report, 2nd Quarter, 2014/15**

Report by: Head of Strategy & Customer Services

1.0   Purpose

1.1. This report updates committee on the performance and finance position for Strategy & Customer Services for the 2nd Quarter 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, key service activity in the 2nd Quarter is outlined below.

3.2. Civic Events - A number of civic events were facilitated over this period, these included:

8th July - Royal Visit - HRH, Prince Edward, the Duke of Kent to Alva. HRH was viewing a number of projects undertaken by the Ochil Landscape

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Partnership including works at Alva Glen. The visit ended with a visit to Dollar Museum. The Provost and Chief Executive formally welcomed the Duke of Kent to Clackmannanshire.

19th July - The Provost represented the Council at a formal parade organised by the Royal British Legion Scotland in Alloa to commemorate the centenary of WW1. An event was organised at Alloa Rugby Club which was well attended by the public. The Provost and Chief Executive also attended a wreath laying ceremony on 20th July at the War Memorial in Alloa.

20th and 22nd July - The Provost attended the welcome ceremonies for our second teams at the Commonwealth Games in Glasgow where both teams - Lesotho and St. Kitts and Nevis were presented with a Clackmannanshire Council plaque. The ceremonies were also attended by young people from Alva Academy who had been involved in activities surrounding support of the 2nd   teams.

10th August - The Provost, other Elected Members, and Community Council and community representatives attended a drumhead ceremony in commemoration the centenary of the start of WW1 at the Esplanade, Edinburgh Castle.

3.3. Elected Members Induction - The Training Needs Analysis from last year will be reviewed with Members with a view to formulating an updated training plan.

3.4. Referendum Support - Business Support staff provided postal vote support for a period of four weeks prior to the Referendum on 18th September.

3.5. Speirs Centre - This period saw significant activity for staff relating to the Speirs Centre, which was officially opened on Saturday 18th October by Councillor Gary Womersley.

3.6. Tillicoultry Community Week - Customer Services hosted a number of events and activities in the Ben Cleuch Centre during community week from 10th to 17th August 2014.

3.7. Scottishcertificates.org.uk - Quarter 2 has seen a further increase in income, compared to Quarter 1. The website was updated and re-launched to be more suited to users with mobile devices.

3.8. Out of Hours Telephone Service - An option appraisal exercise was undertaken to determine the most suitable method for delivery of this service. The preferred option in relation to operating and costing models was Stirling Council who will undertake this service from mid-November.

3.9. Managed Contraction - Business Support continue to review vacancies. Service Level Agreements are currently being undertaken with a view to looking at statutory and discretionary work. Customer Services and Performance and Partnership Support have undertaken 3 year service reviews and configurations as outlined in business plan objectives for 2014/15.

3.10. <u>Voluntary Organisations</u> - The Service manages funding to a number of voluntary organisations through Service Level Agreements (SLAs). In collaboration with Clackmannanshire Third Sector Interface, a number of organisations have been provided with advice and assistance regarding potential external sources of funding, business planning and SLA monitoring.

3.11. Ochil Leisure Enterprises informed the Council's monitoring officer that, following a fire on 3 September 2014, it had drained the pool, shut down all systems and paid-off all but one member of staff. Payment for services provided in the SLA was made up to the date of closure, however, since then OLE has had no means of income. Discussions between the monitoring officer and OLE about a number of possible options are ongoing..

3.12. <u>Community Consultation & Engagement</u> - The Citizen Space consultation toolkit continues to be well utilised with 14 consultations supported in the second quarter. These include consultations on civic licensing matters, the pilot summer holiday lunch scheme and the local transport strategy.

3.13. <u>Making Clackmannanshire Better</u> - The Service has been involved in setting up cross-cutting groups to take forward developments in the Target Operating Models. There also continues to be considerable activity in support of the Leadership Development Programme, and development of a the benefits realisation approach supporting MCB objectives.

3.14. <u>Strategy Development</u> - 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 2 of 2014/15.

3.15. <u>Community Planning</u> - Public Sector Reform continues to be a significant area of activity. During this quarter, the focus has been on assessing governance structures to accommodate changes in Future Models for Community Justice and Public Protection arrangements. The Service also supported partnership teams to carry out self assessments and develop delivery plans linked to outcomes in the SOA.

3.16. <u>Emergency Planning</u> - This quarter has involved work with the Local Resilience Partnership developing a new community risk process for Scotland. The coastal flooding of late 2013/14 has focussed minds considerably on new risks, which has led to inter-service planning and training.

Significant activity has been undertaken with regard to corporate business continuity and updating the critical tiers for disaster recovery purposes.

Incident Assistance Team - Clackmannanshire has contributed significantly to the first year's training within the Forth Valley area, which now has the first, fully functional Incident Assistance Team in Scotland. These measures will increase our resilience and capability in the event of a major emergency. A review of training requirements for next year is already in progress.

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 September 2014 comparing the projected expenditure for this period with the profiled budgeted expenditure. A detailed analysis of variances in each service area is attached at Appendix 2.

	Annual Budget £'000	Projected Outturn £'000	Variance £'000
Business Support	2,612	2,448	(164)
CEO	193	184	(9)
Comms &Marketing	306	292	(14)
Customer Services & Libraries	1,597	1,405	(191)
Head of Strategy & Customer Services	97	91	(6)
Member Services	413	408	(5)
Performance & Business Change	1,237	1,246	(1)
TOTAL	**6,454**	**6,075**	**(379)**

4.3. The overall variance for Strategy and Customer Services is currently predicted to be underspent by £379,000 at the end of the financial year.

4.4. The variances, summarised in the table above, are mainly attributable to Business Support and Customer Services/Libraries. Almost £41,000 of this is as a result of postage savings relating to on-going improvements in our Clean Mail efforts. A further £40,000 is attributable to ongoing efforts to realise employee related efficiencies in Business Support. £180k is related to staff turnover, timescales for filling posts and differences in starting salary grades. There has also been increased income beyond that anticipated (£62,000) in relation to income generated from the Scottish Certificates website.

4.5. Progress with Savings - .The service has fully realised approved savings of £377,880 for 2014/15. These were detailed in the Quarter 1, 2014/15 report to Resources & Audit Committee on 25 September 2014.

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

6.0 Achievements

6.1. Business Support - In September, one member of staff was presented with their ILM Certificate - Level 2 Certificate in Leadership and Team Skills. One member of Business Support has embarked on the current 6 month programme for Level 2.

6.2. There was one Long Service Award presented to a member of Business Support following 25 years of service.

6.3. Modern Apprenticeships - Five apprentices completed their qualification. All have gone on to secure employment.

7.0 Opportunities, Challenges & Risks

7.1. The service management team reviews risk on a monthly basis. The service risk register, which is recorded on the Covalent performance management system, is contained within Appendix 1.

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	☐
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☐
Vulnerable people and families are supported	☐
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☐
The environment is protected and enhanced for all	☐
The Council is effective, efficient and recognised for excellence	☑

(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 Performance Report

Appendix 2: Financial 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
Alison Bryce	Business Support Manager	2435

Approved by
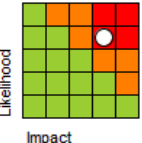
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	Signed: S Crickmar
Garry Dallas	Executive Director	Signed: G Dallas

Strategy & Customer Services Business Plan 2014-15   APPENDIX 1

Quarter 2 Progress Report

KEY TO SYMBOLS

PIs		ACTIONS		RISKS		
Short Term Trends Compares this quarter's performance with last quarter		**Expected Outcome**		**Current Rating** Likelihood x Impact (1 - 5)	**Status**	
⬆	Performance has improved	✔	Meet target/complete within target dates		🛑	Rating 16 and above
▬	Performance has remained the same	⚠	Will complete, but outwith target		🔺	Rating 10 to 15
⬇	Performance has declined	✖	Fail to complete or cancelled		✅	Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available			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.		

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	70%	✔	8th July, 2014 - Visit from HRH, Prince Edward, the Duke of Kent. 19th July, 2014 - The Provost represented the Council at a formal parade organised by the Royal British Legion Scotland in Alloa to commemorate WW1. The Provost and Chief Executive also attended a wreath laying ceremony on 20th July at the War Memorial in Alloa. 20th and 22nd July - The Provost attended the welcome ceremonies for our second teams at the Commonwealth Games in Glasgow 10th August - The Provost attended a ceremony for the WW1 commemoration at Drumhead, Edinburgh. This was also attended by some Elected Members, as well as Community Council and community representatives.	Alison Bryce
SCS SAP 006	Provide support for elections and referendum in 2014/15	31-Dec-2014	100%	✔	Business Support staff undertook postal votes sessions for a period of two weeks prior to the Referendum on 18th September. Support also provided to Governance Team on the day of the Referendum.	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	20%	✔	Planning for 2015/16 budget consultation is underway and will build on feedback gathered in last years consultation and findings from MCB workstreams.	Cherie Jarvie; Gillian Taylor
SCS SCS 001	Support delivery of Commonwealth Games and Legacy 2014 activities including Queen's Baton Relay	31-Dec-2014	100%		Activities to support the Queen's Baton Relay and Commonwealth Games were successfully delivered in quarter one including second team support arrangements.	Stuart Crickmar

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Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 002	MCB Workstream 1 Making it Happen - Tullibody Pilot • Take the lead on Test of Change for Integrated Transactional Services • Support Test of Change on Integrated Family and Community based Services • Support Test of Change on Integrated Preventative and Early Intervention Service for Vulnerable People and Families	31-Dec-2014	50%		A case for change has been developed for TOM1. This is now being developed into a full business case in preparation for the 2015/16 budget..	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 Value	2012/13 Value	2013/14 Value	2014/15 Target	Q2 2014/15 Value	Short Trend	Latest Note	Lead
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%	⬆	Business Support Survey of Elected Members was undertaken in July 2014. Only a 33.3% response rate but 100% satisfaction with the support from Business Support. Currently reviewing method of surveys in order to raise response rates.	Alison Bryce
BUS CNQ SCS	% of Councillor enquiries dealt with within timescale: Strategy & Customer Services			69.2%	100.0%	57.4%	⬇	Seven enquiries received, three enquiries responded to outwith timescale. The enquiries outwith timescale required liaison with Community Councils and Primary Schools before a comprehensive response could be given, however, the management team are giving this process greater oversight to improve future performance.	Stuart Crickmar
BUS MPQ SCS	% MP/MSP enquiries dealt with within timescale			53.8%	100.0%	0.0%	⬇	One MP enquiry received and responded to outwith timescale. The enquiry related to Police Scotland Out of Hours Service. The management team are giving this process greater oversight to improve future performance	Stuart Crickmar
CUS C01 SCS	Number of formal complaints received about service	4	9	14	9	3	⬇	1. Not recording blue badge request - human error 2. Leisure booking conflict - unhappy at need to change location 3. Unhappy at staff response at a CAP.	Brian Forbes

Code	Description	2011/12	2012/13	2013/14	2014/15	Q2 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
CUS C03 SCS	% formal complaints upheld/partially upheld Strategy & Customer Services			64.3%	50%	67%	⬆	2 out of 3 complaints upheld/partially upheld. Though there is no discernible change, feedback is being considered as part of lesson learned.	Brian Forbes
CUS CAP 001	Satisfaction with overall experience of Community Access Points	100.0%	97.8%	97.6%	100.0%	99.1%	⬆	Satisfaction levels 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%	93.1%	⬆	Analysis of the latest feedback suggests that the reduction in customer satisfaction levels is due to dissatisfaction with service fulfilment Surveys now include an additional question to split out satisfaction with a) initial contact and b) service fulfilment to enable improved learning	Brian Forbes
SAP SAP 002	Satisfaction with Strategy & Performance: Consultation and Information			100%	100%	94%	⬆	Satisfaction with supporting and developing consultations and providing information remains high. The number of citizen space on-line consultations has continued to grow in Quarter 2, and we continue to seek to learn from areas of dissatisfaction.	Cherie Jarvie; Gillian Taylor
SAP SAP 003	Satisfaction with Strategy & Performance: Communications services	94.95%	92.41%	94.82%	96%	95.05%	⬆	Quarter 2 was a very busy period for Communications and the work programme included the significant and high profile work in relation to the opening of Redwell Primary, the Speirs Centre and the Scottish Independence Referendum, all of which resulted in considerable media coverage and positive feedback..	Cherie Jarvie; Gillian Taylor
GOV FOI SCS	% FOI enquiries responded to within timescale: Strategy & Customer Services			85.7%		100.0%	⬆	8 enquiries received. All dealt within timescale.	Brian Forbes

9.2 People Results

Code	Description	2013/14	2014/15	Q2 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	2.7 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

9.4 Financial Results

Code	Description	2011/12	2012/13	2013/14	2014/15	Q2 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
SCS SCS BUD	Budget savings	N/A	N/A	£272.83k	£310k	£377k	⬆	Service budget savings for 14/15 have been implemented and are expected to be fully realised.	Alison Bryce; Brian Forbes; Cherie Jarvie

9.5 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	100%	⚠	New Speirs Centre opened 18th October 2014.	Brian Forbes
SCS SCS 030	Working with colleagues in Education, support the development of a Gaelic Language Plan	30-Sep-2014	90%	✔	The draft Gaelic Language Plan has been completed for Clackmannanshire. Further work is ongoing to align with the draft Stirling plan as there are shared service actions (Education). Deadline for submission to Bord na Gaidhig is 28 February 2015.	Brian Forbes; Cherie Jarvie; Gillian Taylor
SCS SCS 031	Ensure Strategy & Customer Services Year 1 actions relating to Gaelic Language Plan are implemented	31-Mar-2015	20%	✔	Year one actions of the plan will commence following final approval by the Bord na Gaidhlig. We have taken initial steps to introduce Gaelic into the Council's communications and have used Gaelic on the new signage at the Speirs Centre.	Brian Forbes; Cherie Jarvie; Gillian Taylor

| SCS SCS 032 | Strategy & Customer Services will demonstrate that it continues to build on the CSE quality standard by achieving reaccreditation | 31-Jul-2014 | 100% | ✔ | 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	100%	✔	CSE Reaccreditation has been achieved in 2014/15 for Strategy and Customer Services.	Stuart Crickmar

9.6 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	76%		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	100%	✔	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	100%	✔	Sample assessment of 10% of staff in Business Support and Strategy & 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 | 50% | ✓ | 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. The Service are contributing to MCB Workstream 4 with regard to workforce planning. Recruitment to vacant Organisation Development Adviser post is underway - this post will support Workstream 4. | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie |

9.7 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	100%	✓	Efficiency savings have been achieved for the coming year.	Alison Bryce
SCS CUS 003	Conduct review of Customer Services to achieve savings and reflect managed contraction of Council services	30-Jun-2014	100%	✓	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	100%	✓	Review completed for consideration.	Cherie Jarvie; Gillian Taylor
SCS SCS 027	Implement budget saving proposals	31-Mar-2015	75%	✓	Customer Services, Strategy and Performance and Business Support - Budget savings for 14/15 achieved. Business Support are currently reviewing Service Level Agreements with Senior Managers in terms of prioritising statutory and discretionary work. A further review to realise additional in year savings have been submitted.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

9.8 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	75%	✔	New Speirs Centre opened 18 October 2014 delivering many of the initiatives outlined in the ILL Strategy, including self service. modern library, plus a new local & family history centre. Staff training and development programme underway to improve staff digital knowledge and skills.	Brian Forbes
SCS CUS 005	Develop a revised Corporate Customer Service Strategy	31-Oct-2014	30%	⚠	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.	Brian Forbes
SCS SAP 001	Support Public Service Reform & efficient business of the Alliance through implementation of agreed delivery plans	31-Mar-2015	60%	✔	Work is ongoing to further develop CWPT and BJSP delivery plans and report through Covalent. A self assessment of the CWPT has commenced during Quarter 2 and plans are in place to commence a similar self assessment for BJSPT in Quarter 3. Wider work is underway to explore CPP structures to support Community Planning in Clackmannanshire. This work includes reviewing governance arrangements and exploring joint resourcing. An Alliance Development Day is being planned for December.	Stuart Crickmar; Cherie Jarvie; Gillian Taylor
SCS SAP 002	Secure agreement on joint resourcing plans for the Alliance	31-Mar-2015	50%	✔	Development of Joint Resourcing is a standing agenda item at Alliance meetings. Partners are being asked to identify areas for joint resourcing and this will be a key area for discussion at the forthcoming Alliance Development Day in December	Cherie Jarvie; Gillian Taylor
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 will be taken forward as key element of MCB.	Stuart Crickmar

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 005	Refresh Single Outcome Agreement	30-Sep-2014	30%	⚠️	Work to refresh the Single Outcome Agreement has commenced, however this work has been postponed until later in the year to enable essential development work on the governance and structure of the Community Planning Partnership.	Cherie Jarvie; Gillian Taylor
SCS SAP 009	Implement People Strategy actions in support of MCB programme	31-Mar-2015	50%	✔️	Steady progress continues to me made in relation to the Leadership and Management Development programme. The service is currently recruiting to the vacant OD Advisor post which is key to the implementation of the People Strategy.	Cherie Jarvie; Gillian Taylor
SCS SAP 010	Develop an organisational Workforce Plan in support of the MCB programme	31-Dec-2014	30%	✔️	This work is being progressed through an MCB cross cutting group. The service is currently recruiting to the vacant OD Advisor post to support this work.	Cherie Jarvie; Gillian Taylor
SCS SAP 011	Implement Communications & Marketing Strategy actions in support of the MCB programme	31-Mar-2015	50%	✔️	Progress continues on the Communications Strategy action plan. In quarter 2 the service has focussed on the evaluation of the Council's mobile web access for android and iOS following their launch in quarter 1. An e-version of Grapevine was piloted and evaluated. The team also took full advantage of the PR and marketing opportunities the Scottish Independence Referendum presented and ensured that MCB branding was used in key documents.	Cherie Jarvie; Gillian Taylor

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 024	Implement CIM improvement framework	31-Mar-2015	41%		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	33%	✔	Strategy and Customer Services were audited in July and were successful in retaining 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; Gillian Taylor
SCS SAP 024 ii	Deliver the CIM self assessment programme	31-Mar-2015	50%	✔	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; Gillian Taylor

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 025	Report annual reviews	31-Dec-2014	90%	✔	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	70%	✔	Report will b e submitted to December R&A committee.	Cherie Jarvie; Gillian Taylor
SCS SAP 025 ii	Report annual reviews: Corporate Plan	31-Dec-2014	100%	✔	Report was presented to September R&A committee.	Cherie Jarvie; Gillian Taylor
SCS SAP 025 iii	Report annual reviews: SPI Direction	30-Sep-2014	100%	✔	Report was presented to September R&A committee.	Cherie Jarvie; Gillian Taylor

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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	57%	✔	See progress below.	Brian Forbes

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 034 i	Review service records management, data protection & FOI systems & improve staff awareness & development	31-Oct-2014	60%	✔	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 the handling of FOIs.	Brian Forbes
SCS SCS 034 ii	Review service equality & diversity systems and improve staff awareness & development	31-Dec-2014	60%	✔	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	Review service systems for dissemination of policies and procedures to staff improve staff awareness & development	31-Mar-2015	50%	✔	Cascade process continues to be used to communicate the latest policies and procedures. Updates and changes to operational procedures are routinely communicated to staff via email, at team meetings, on Teamroom, on Connect and via staff training sessions.	Brian Forbes

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Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 034 iv	Review systems and staff awareness of Finance Regulations, CSO & delegated responsibility	31-Mar-2015	60%	✔	A number of staff have undertaken training on Procurement developments, including levels of delegated authority. Further refresher sessions requested on procurement and CSO matters. Level of delegated responsibility will be re-assessed and reviewed by end of FY. Team Leader workshop being planned for early December to develop a collective response to service governance and council-wide budget issues.	Brian Forbes

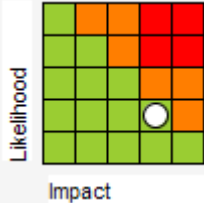| Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 036	Review and effectively deploy organizational approaches	31-Mar-2015	63%	✔	See comments below.	Cherie Jarvie
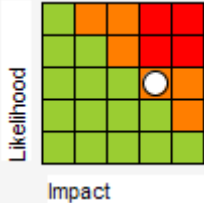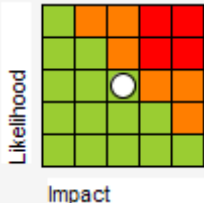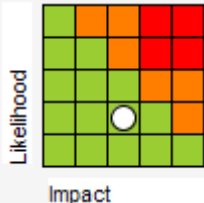
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 036 i	Risk management	31-Dec-2014	70%	✔	Risk management approaches have been reviewed jointly with colleagues in Resources and Governance. Training sessions have been provided to managers and a revised Risk Management Policy is being developed.	Cherie Jarvie; Gillian Taylor
SCS SCS 036 ii	Programme & Project Management	31-Oct-2014	60%	✔	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	60%	✔	Management information reports continue to be developed through the Covalent performance management system.	Cherie Jarvie; Gillian Taylor

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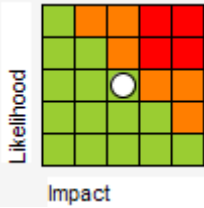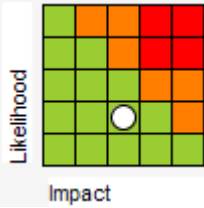| Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 039	Scrutiny Improvement	31-Mar-2015	40%	✔	The service is progressing with Scrutiny improvement plan agreed with R&A Committee.	Stuart Crickmar

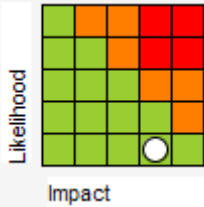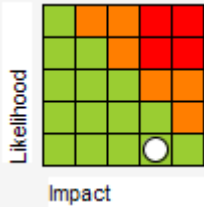| Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 039 i	Scrutiny Improvement: - Implement plan approved Feb 2014	31-Mar-2015	50%	✔	Performance Management Framework now revised and training held with Elected Members in Quarter one of 14/15. PMF Guide shared with all partners 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	30%	✔	To be arranged following discussion with the Convenor.	Stuart Crickmar

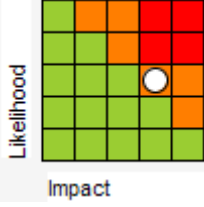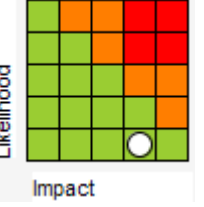| Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 040	Provide Programme Support to the Council's transformation programme	31-Mar-2015	50%	✔	The service continues to provide programme support to MCB - the Councils transformation programme. Developments in quarter two have included workshop sessions with key leads/groups to take forward the Target Operating Models, and the development of a revised approach to benefits realisation.	Stuart Crickmar
SCS SCS 041	Gain council approval and Implement the revised Capital Asset Management Strategy to support Making Clackmannanshire Better	31-Oct-2014	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 with a revised end date of the financial 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; Gillian Taylor							
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	All Team Leaders have attended information seminars with specific regard to Equality and Diversity, data protection including records management, risk registers and Freedom of Information enquiries. Health and Safety at work awareness sessions have been attended by all team leaders through the Leadership and Management Development Programme in August. Risk assessments have been carried out in all areas. Despite ongoing efforts, given the ongoing financial pressures, staff churn, and the nature of the work undertaken by the service, this is an area that the management team believe constant vigilance will be necessary.

RISK	FCS SCS 023	Community engagement/communications failures	Status	✅	Current Rating	9	Target Rating	6
Managed By	Cherie Jarvie; Gillian Taylor							
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	Support consultations on major policy priorities: - 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

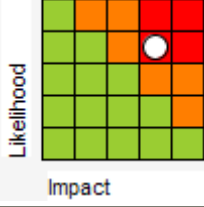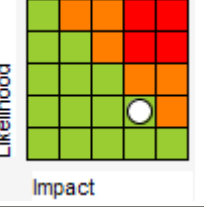| **Latest Note**	We have implemented an engagement/communication interface for consulting and sharing information with communities. We have also developed a detailed consultation toolkit for guidance and practical advice on engaging and consulting with communities. We are in the process of developing 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

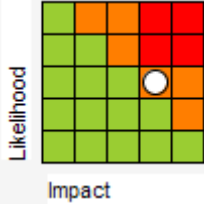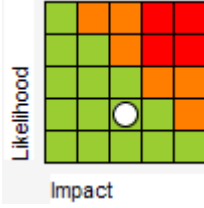|		
	will inform development of the community engagement framework. Whilst recent data from the Clack 1000 survey indicates a positive, trend, the majority of residents still believe that further efforts are needed. As such, the current risk rating is being maintained.	

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; Gillian Taylor							
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	Regular team meetings are held within Service areas. Teamroom, Grapevine and CONNECT are used to communicate updates to staff on a regular basis. Ongoing effort is required, however, particularly in relation to the budget challenges.							

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; Gillian Taylor							
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. Whilst the service has a good history of delivering approved budgetary savings, these efforts are increasingly challenging, and are likely to be so for the foreseeable future.							

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RISK	SCS SCS 002	Making Clackmannanshire Better objectives are not met	Status	⚠	Current Rating	12	Target Rating	4

Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Gillian Taylor		
Potential Effect	Financial loss; Reputational damage; Customer dissatisfaction		

Related Actions	CUS LIB 001	Implement Information, Library, & Learning Strategy actions in support of MCB programme		Making Clackmannanshire Better Programme
	SCS CUS 005	Develop a revised Corporate Customer Service Strategy		
	SCS SAP 009	Implement People Strategy actions in support of MCB programme		
	SCS SAP 011	Implement Communications & Marketing Strategy actions in support of the MCB programme	Internal Controls	
	SCS SCS 002	MCB Workstream 1 Making it Happen - Tullibody Pilot • Take the lead on Test of Change for Integrated Transactional Services • Support Test of Change on Integrated Family and Community based Services • Support Test of Change on Integrated Preventative and Early Intervention Service for Vulnerable People and Families		
	SCS SCS 041	Gain council approval and Implement the revised Capital Asset Management Strategy to support Making Clackmannanshire Better		

Latest Note	Cross-Service working groups have now been established, and supported in some measure by the service. Development of a revised benefits realisation approach should enable greater oversight of programme outputs.

RISK	SCS SCS 003	Loss of key skills, knowledge or capacity due to contraction of service and staff base	Status	⬤	Current Rating	16	Target Rating	8

Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Gillian Taylor		
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	The risk of losing key skills, knowledge and capacity remains high as the Council continues to contract. The service endeavours to take a managed contraction approach, though the risk to capacity will likely remain as an ongoing risk feature for the short to medium term.

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; Gillian Taylor		
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		Single Outcome Agreement
	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. There is a need to ensure momentum is maintained, particularly as partner organisation's contract, with the risk of reducing capacity for partnership working.

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Strategy & Customer Services Budget v's Outturn
As at August 2014

	Budget 14-15 £'000	Outturn 14-15 £'000	Variance 14-15 £'000

Customer Services and Libraries are currently reviewing structures in line with future needs.

Variance	6,454	6,075	(379)

Business Support

Underspend relates to efficiencies in postage costs due to departments using franking and increased clean mail discounts. Staffing costs continue to be underspent due to high turnover of staff and the recruitment process, also new staff then to be on lower scale points that previous staff which results in underspends. Small savings in supplies and services are possible procurement savings — 2,612 | 2,448 | (164)

CEO
Spend on Supplies & Services and professional fees reduced in year to achieve a cash saving, in line with the management action to reduce the councils overspend. — 193 | 184 | (9)

Comms And Marketing

Underspend in staffing due to staff being on lower scale points that budgeted. Small supplies and services underspend. — 306 | 292 | (14)

Customer Services & Libraries
Currently reviewing structure therefore vacancies not being filled at current time. A one off cash saving of £5k has been taken in the year for purchase of books to support the management action to reduce the council overspend. Out of Hours contract now agreed charge from late November to March therefore £8k underspend in year. Scottish certificates website has been set up for people to buy replacement certificates, this is a new service where levels of income was unpredictable there has been a high up take so far this year. — 1,597 | 1,405 | (191)

Strategy & Customer Services Budget v's Outturn

As at August 2014	Budget 14-15 £'000	Outturn 14-15 £'000	Variance 14-15 £'000
Head Of Strategy & Customer Services	97	91	(6)
Members Services			
7 Councillors have take a reduction in pay in line with the reduction in hours agreed by employees, this has resulted in a saving for the year of £3k.	413	408	(5)
Performance and Business Change			
MCB budget to updated from Spend to Save Fund in line with approved spend.	1,237	1,246	9
Strategy & Customer Services Total	6,454	6,075	(379)