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**Report to Resources & Audit Committee**

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**Date of Meeting: 26th February 2015**

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**Subject: Strategy & Customer Services Performance and Finance Report, 3rd Quarter, 2014/15**

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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 3rd 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 3rd Quarter is outlined below.

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

Kirkin' Of the Council - 5th October - This event was organised at Dollar Parish Church and was well attended by Elected Members and Officers.

Remembrance Service - This took place on 9th November and was well attended by Elected Members. The Service is organised by The Royal British Legion Scotland.

- 3.3 Elected Members Induction - The Training Needs Questionnaire was distributed to all Elected Members in November. Four responses were received. Training is currently being sourced.
- 3.4 Speirs Centre - The newly refurbished Speirs Centre opened on 18th October 2014. Customer feedback has been positive. Usage figures have increased significantly in footfall, borrowers, book issues and use of public computers. Eight ceremonies were carried out in the new Ceremony Room. A series of community events have been run since opening to help increase usage and promote the centre as a place not only for books but for learning, fun and connecting people.
- 3.5 Scottishcertificates.org.uk - Q3 saw further increases in use and income. The website was updated in late 2014 to make it more responsive to mobile phone and tablet PC users.
- 3.6 Out of Hours Telephone Service - The delivery of the Council's emergency response service transferred from Police Scotland to Stirling Council in November 2014, following Police Scotland's decision to rationalise command and control centres and close the Randolphfield Service Centre. The opportunity has been taken to improve information sharing between the OOH service and Council departments as part of this change over.
- 3.7 Budget Consultation - A schedule for budget consultation events has been approved and the events are scheduled for January/February 2015. A series of staff consultation events were planned for January. Two on-line surveys have been prepared, one for the general public and one for staff. The public survey went live in December and the staff survey in January. Feedback from the surveys and the consultation events was collated and made available to elected members prior to the budget meeting in February 2015.
- 3.8 Managed Contraction - Strategy and Customer Services continue to review vacancies and are continuing to review ways of working to ensure processes are streamlined to deliver more efficient ways of working.
- 3.9 Voluntary Organisations - 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 capacity building and identifying potential external sources of funding.
- 3.10 Community Consultation & Engagement - The Citizen Space consultation toolkit continues to be well utilised with 9 consultations supported in the third quarter. These include consultations on Budget 2015/16, Scottish Social Housing Charter and Autism Strategy.
- 3.11 Communications - The Communications Team have supported several of the events mentioned in this report including budget consultation, civic events and the launch of the Citizen of the Year and Young Citizen of the Year Awards.

- 3.12 Strategy Development - During quarter 2 of 2014/15, we have been involved in working groups developing the Joint Clackmannanshire Stirling Integrated Children's Services Plan and a Gaelic Language Plan for Clackmannanshire. The Gaelic Language plan is significantly interconnected with the Stirling Gaelic Language Plan due to the shared Education Service. Stirling have requested and been granted an extended deadline for submission of their plan to the 31 July 2015 (previously 28 February 2015). To enable joint consultation of the plans we have also requested an extension to the same deadline date. A Spend to Save application in support of the Shared Service business case was approved during this period.
- 3.13 Community Planning - An Alliance Development Day was held in December to review Alliance work and secure partner commitment moving forward. It was agreed to hold a development session with both the Community Well-being Partnership Team and Business, Jobs and Skills Partnership Team in January / February 2015 to focus on achievable action plans for the year ahead.
- 3.14 Emergency Planning - This quarter has continued to involved work developing a new community risk process for Scotland with the Local Resilience Partnership and at this time is the first to have submitted their findings at Regional level. The coastal flooding of late 2014 has continue to focus minds considerably on new risks, which has led to inter-service planning and training.

Multi-agency training was delivered by Scottish Government to 24 multi-agency partners in Alloa Town Hall in early December. This gave specific training on both scientific and technical advice in an emergency.

A workshop was held with Council Incident Officers and Strategy and Customer Services Managers at our largest COMAH Site run by Diageo at Blackgrange. This gave all attendees an appreciation of the complexity of the site as well as the potential hazards contained within it.

#### **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 December 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.

	<b>Annual Budget</b>	<b>Projected Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Business Support	2,604	2,424	(180)
CEO	193	184	(9)
Comms & Marketing	306	294	(11)
Customer Services & Libraries	1,567	1,443	(124)
Head of Strategy & Customer Services	97	91	(6)
Member Services	413	407	(6)
Performance & Business Change	1,237	1,229	(8)
<b>TOTAL</b>	<b>6,416</b>	<b>6,073</b>	<b>(344)</b>

- 4.3. The overall variance for Strategy and Customer Services is currently predicted to be underspent by £344,000 at the end of the financial year.
- 4.4. The variances, summarised in the table above, are mainly attributable to efficiencies in postage costs using the Mail Mark/Clean Mail discounts. Staffing costs continue to be underspent due to a high turnover in staff, the timescales for filling posts and staff starting on a lower salary point. There has also been increased income beyond that anticipated (£31,000) in relation to income generated from the Scottish Certificates website, although levels of income are unpredictable. This budget will be reviewed as part of the income and charging saving.
- 4.5. Progress with Savings - The service has fully realised approved savings 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 - One Long Service Award was presented to a member of Business Support following 25 years of service.

## 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         | <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
- 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)**



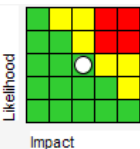








NAME	DESIGNATION	TEL NO / EXTENSION
Alison Bryce	Business Support Manager	2435

**Approved by**

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

Quarter 3 Progress Report

KEY TO SYMBOLS


PIs		ACTIONS		RISKS	
Short Term Trends		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	90%	✓	5th October - Kirkin' of the Council - This event was held at Dollar Parish Church and was well attended by Elected Members and Officers. 9th November - The Remembrance Service, organised by The Royal British Legion Service was well attended by Elected Members, the Depute Chief Executive and the Lord-Lieutenant.	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	70%	✓	A schedule of budget consultation events has been drawn up and these will take place during Quarter 4. On-line public and staff consultations have been prepared with the public consultation going live in December 2014. Feedback on the consultations will be made available to Elected Members to help inform budget decisions.	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











Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
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	50%		Work on the Integrated Transactional Services is well advanced with a business case presented as part of the 2015/16 budget preparations before the due date. Work on the other 2 areas has been scoped however, business case development will now likely slip 2015/16.	Stuart Crickmar

**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	Q3 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
CUS C02 SCS	% formal complaints dealt with within timescale			92.9%	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%		Survey undertaken within Criminal Justice (Glebe Hall). Four responses received (50% feedback). Positive responses in all areas.	Alison Bryce
BUS CNQ SCS	% of Councillor enquiries dealt with within timescale: Strategy & Customer Services			69.2%	100.0%	66.6%		One response outwith timescale in relation to Out of Hours telephone Service. Given process failures to hit agreed deadlines, this process is being reviewed by Head of Service.	Stuart Crickmar


Code	Description	2011/12	2012/13	2013/14	2014/15	Q3 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
BUS MPQ SCS	% MP/MSP enquiries dealt with within timescale			53.8%	100.0%	66.6%		Three enquiries received; one was responded to outwith the response period. The Management Team will continue to monitor response timescales in order to improve performance. Given process failures to hit agreed deadlines, this process is being reviewed by Head of Service.	Stuart Crickmar
CUS C01 SCS	Number of formal complaints received about service	4	9	14	9	4		There were 4 complaints received, all of which were dealt with within timescale . 2 of these related to early closure of CAP offices due to cascade meetings to inform staff about how budget proposals may affect them, 1 to staff response from Contact Centre and 1 to Library Service lack of information. Feedback from these complaints will be considered by the management as part of lessons learned.	Brian Forbes
CUS C03 SCS	% formal complaints upheld/partially upheld Strategy & Customer Services			64.3%	50%	50%		50% of complaints were upheld/partially upheld. These will be reviewed by the management team to assess lessons to be learned.	Brian Forbes
CUS CAP 001	Satisfaction with overall experience of Community Access Points	100.0%	97.8%	97.6%	100.0%			Q3 quarterly survey was not done due to absence of service development officer (who routinely undertakes the surveys) and lack of operational staff backup to undertake task. Task will resume in Q4.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	90.0%	87.0%	90.4%	92.0%			Q3 quarterly survey was not done due to absences/shortages. Task will resume in Q4.	Brian Forbes
SAP SAP 002	Satisfaction with Strategy & Performance: Consultation and Information			100%	90%	92%		Satisfaction with supporting consultations remains high. 9 on-line surveys have been developed in Q3 and support is underway on budget consultation work.	Cherie Jarvie; Gillian Taylor

Code	Description	2011/12	2012/13	2013/14	2014/15	Q3 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
SAP SAP 003	Satisfaction with Strategy & Performance: Communications services	94.95%	92.41%	94.82%	96%	94.47%		Quarter 3 was a busy period for the Communications Team supporting communication relating to the budget consultation and civic activity. The volume of work meant that jobs took longer and may account for the slight dip in performance.	Cherie Jarvie; Gillian Taylor
GOV FOI SCS	% FOI enquiries responded to within timescale: Strategy & Customer Services			85.7%		100.0%		Six enquiries received and dealt within timescale.	Brian Forbes





## 9.2 People Results


Code	Description	2011/12	2012/13	2013/14	2014/15	Q3 2014/15		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
GOV AB1 SCS	Average Days Sickness Absence (Strategy & Customer Services)	DIV/0	DIV/0	9.1 days	7.0 days	4.1 days		Detailed service absence figures reports from iTrent continue to be reviewed at management team meetings on a monthly basis with HR in attendance. 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	Q3 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	28-Feb-2015	90%		The Gaelic Language Plan has been drafted for Clackmannanshire. A large proportion of the plan is linked to the Stirling Gaelic Language Plan due to the shared Education Service. Gaelic education provision for Clackmannanshire children is delivered in Stirling schools. The plans were due to be submitted to the Gaelic Board by 28th February 2015. Stirling have requested and received an extension to this timescale and new deadline is 31 July 2015. Because the plans are so interlinked and joint consultation is required, Clackmannanshire have also requested an extension to submit the plan by 31 July 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	80%		Year one actions will commence following final approval by the Bord na Gaidhlig, which is interdependent on Stirling Council's plan. The draft plan has been submitted, however, the statutory consultation period will now slip into 1st Q 2015/16 on basis of extension granted to Stirling Council by the Bord na Gaidhlig.	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	<div style="width: 83%;"><div style="background-color: #4f81bd; height: 10px; width: 83%;"></div></div> 83%		Strategy and Customer Services continue to make forward progress; detail set out below.	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 style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		All staff 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. Clearer links established with Information, Library & Learning and Customer Contact Management strategies respectively.	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 style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 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	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%		Workforce planning is a key element of the service reviews that have been carried out to date. The Service will be contributing to MCB Workstream 4 with regard to workforce planning. Recruitment to Organisation Development Adviser post is now complete - this post will support Workstream 4. Early consideration is being given to workforce planning issues arising from budget proposals.	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	100%	✓	All budget saving proposals have been fed into the budget process for consideration.	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	85%	✓	The re-opening of the Speirs Centre, a programme of events and staff training programme to improve digital skills has been completed in Q3 as key elements of the strategy.	Brian Forbes
SCS CUS 005	Develop a revised Corporate Customer Service Strategy	31-Oct-2014	40%	⚠	Updated Customer Contact Management Strategy now being taken forward as part of wider MCB Programme, in particular Workstream 1. Business Case for TOM 1 completed Jan 2015 as part of budget proposals. Priority areas for action pending council budget decisions.	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	<div style="width: 60%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">60%</div></div>		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	<div style="width: 60%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">60%</div></div>		Development of Joint Resourcing is a standard agenda item at Alliance meetings. An Alliance Development Day was held in December and partner organisations made their commitments to jointly resourcing SOA priorities. This will continue to be an ongoing objective of community planning.	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	<div style="width: 10%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">10%</div></div>		Early work has commenced on developing a 3rd Sector Commissioning Strategy that supports delivery of the SOA, with some discussion taking place with partners including CTSI. It is likely that this work will feature as a significant project during 2015/16.	Stuart Crickmar
SCS SAP 005	Refresh Single Outcome Agreement	30-Sep-2014	<div style="width: 40%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">40%</div></div>		This has been put on hold pending development around Alliance structure and governance.	Cherie Jarvie; Gillian Taylor
SCS SAP 009	Implement People Strategy actions in support of MCB programme	31-Mar-2015	<div style="width: 50%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">50%</div></div>		Steady progress continues to me made in relation to the Leadership and Management Development programme. There have been some slippage as a result of the OD Advisor vacancy.	Cherie Jarvie; Gillian Taylor
SCS SAP 010	Develop an organisational Workforce Plan in support of the MCB programme	31-Dec-2014	<div style="width: 30%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">30%</div></div>		This work is being progressed through an MCB cross cutting group. It will now cross-over into 2015/16.	Cherie Jarvie; Gillian Taylor
SCS SAP 011	Implement Communications & Marketing Strategy actions in support of the MCB programme	31-Mar-2015	<div style="width: 60%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">60%</div></div>		Progress continues on the Communications Strategy action plan during Q3. The team have assisted in development of budget consultation materials and surveys in support of the MCB programme.	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	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 80%		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 style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		All these services have received their annual audit and retained accreditation. Total number of "compliance+" ratings has increased.	Cherie Jarvie; Gillian Taylor
SCS SAP 024 ii	Deliver the CIM self assessment programme	31-Mar-2015	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 60%		A draft report for Child Care services is complete and is ready for sign -off. Proposals to combine the Annual Governance process with the CIM process have been developed with a view to reducing the input of resource required by services to ensure compliance with both.	Cherie Jarvie; Gillian Taylor

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SAP 025	Report annual reviews	31-Dec-2014	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		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 style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		SOA Review reported to December R&A Committee and Clackmannanshire Alliance.	Cherie Jarvie; Gillian Taylor
SCS SAP 025 ii	Report annual reviews: Corporate Plan	31-Dec-2014	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 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	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Report was presented to September R&A committee.	Cherie Jarvie; Gillian Taylor



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 style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>		Good progress made with work on Equality and Diversity, and Financial accountability, ongoing.	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	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>		Data Protection training has been provided to all Team Leaders and OLLE on-line training mandatory for staff and included within the Induction of new staff. 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	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>		Training on Equality and Diversity continues. The Council's published Equality Outcomes have been developed in partnership with the EHRC and now include an outcome relating to support and opportunity for staff with protected characteristics.	Brian Forbes
SCS SCS 034 iii	Review service systems for dissemination of policies and procedures to staff improve staff awareness & development	31-Mar-2015	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</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 staff via email, at team meetings, on Teamroom, on Connect and via staff training sessions.	Brian Forbes
SCS SCS 034 iv	Review systems and staff awareness of Finance Regulations, CSO & delegated responsibility	31-Mar-2015	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>		Budget Challenge, MCB and Procurement have been identified as priority areas for briefings and additional staff information. Scheduled to be complete by the end of the financial year.	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 style="width: 80%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 80%		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 style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Risk Management Policy has been drafted jointly with colleagues in Resources and Governance. The policy is due to be presented to CMT for approval in Q4.	Cherie Jarvie; Gillian Taylor
SCS SCS 036 ii	Programme & Project Management	31-Oct-2014	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 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 in order to oversee forthcoming budget projects and actions.	Stuart Crickmar
SCS SCS 036 iii	Management Information	31-Mar-2015	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 80%		Support is ongoing to council services and partner organisations to develop management information reports through the Covalent performance management system.	Cherie Jarvie; Gillian Taylor


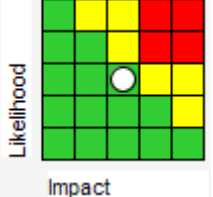
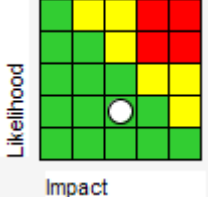
Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 039	Scrutiny Improvement	31-Mar-2015	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%		The service is progressing with Scrutiny improvement plan agreed with R&A Committee.	Stuart Crickmar


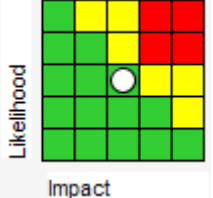
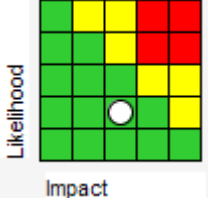
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 039 i	Scrutiny Improvement: - Implement plan approved Feb 2014	31-Mar-2015	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		Performance Management Framework now revised and training 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 style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		A proposal has been drawn up for consideration by the R&A Committee in April/May 2015.	Stuart Crickmar


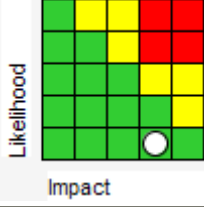
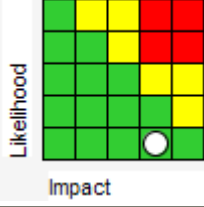

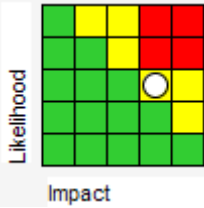
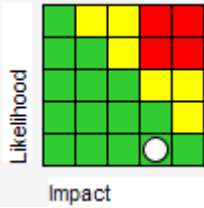
Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS SCS 040	Provide Programme Support to the Council's transformation programme	31-Mar-2015	<input type="text" value="50%"/>		The service continues to provide programme support to MCB - the Council's transformation programme. Developments 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	<input type="text" value="20%"/>		The strategy will play a key role in shaping and informing future capital decisions, linking in with the work of MCB cross-cutting groups. It is delayed with a revised end date for a draft of the financial year end.	Stuart Crickmar


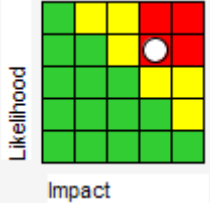
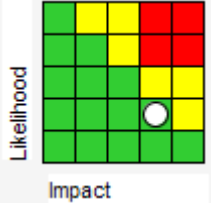
## Risk Register 2014-15


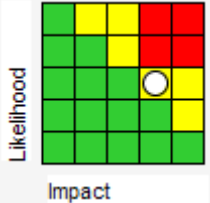
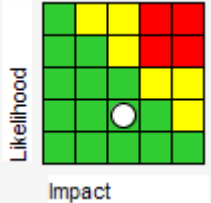
RISK	FCS SCS 021	Corporate governance requirements not adhered to	Status		Current Rating	12	Target Rating	8
<b>Managed By</b>	Alison Bryce; Brian Forbes; Cherie Jarvie; Gillian Taylor							
<b>Potential Effect</b>	Reputational damage; loss of confidence, legal action							
<b>Related Actions</b>	SCS SCS 034	Ensure that Strategy & Customer Services operates to very highest standards of Governance			<b>Internal Controls</b>		Governance Strategy Staff induction and development	
<b>Latest Note</b>	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 and the nature of the work undertaken by the service, this is an area that the management team believe constant vigilance will be necessary.							

<b>RISK</b>	FCS SCS 023	Community engagement/communications failures	<b>Status</b>		<b>Current Rating</b>	9	<b>Target Rating</b>	6	
<b>Managed By</b>	Cherie Jarvie; Gillian Taylor								
<b>Potential Effect</b>	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence								
<b>Related Actions</b>	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		<b>Internal Controls</b>		Community Engagement Process			
<b>Latest Note</b>	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.								

<b>RISK</b>	FCS SCS 025	Failures of communication with staff	<b>Status</b>		<b>Current Rating</b>	9	<b>Target Rating</b>	6	
<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Gillian Taylor								
<b>Potential Effect</b>	Loss of morale Loss of efficiency								
<b>Related Actions</b>	SCS SCS 028	Ensure effective communication with staff during changes in service operating models, structures and ways of working.		<b>Internal Controls</b>		Communications Strategy			
<b>Latest Note</b>	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.								

<b>RISK</b>	SCS SCS 001	Failure to meet required budget savings	<b>Status</b>		<b>Current Rating</b>	4	<b>Target Rating</b>	4
<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Gillian Taylor							
<b>Potential Effect</b>	Financial loss; Reputational damage							
<b>Related Actions</b>	SCS SCS 027	Implement budget saving proposals			<b>Internal Controls</b>	Budget Challenge & Financial Monitoring		
<b>Latest Note</b>	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.							
<b>RISK</b>	SCS SCS 002	Making Clackmannanshire Better objectives are not met	<b>Status</b>		<b>Current Rating</b>	12	<b>Target Rating</b>	4
<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Gillian Taylor							
<b>Potential Effect</b>	Financial loss; Reputational damage; Customer dissatisfaction							
<b>Related Actions</b>	CUS LIB 001	Implement Information, Library, & Learning Strategy actions in support of MCB programme			<b>Internal Controls</b>	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						
	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						
<b>Latest Note</b>	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.							

<b>RISK</b>	SCS SCS 003	Loss of key skills, knowledge or capacity due to contraction of service and staff base	<b>Status</b>		<b>Current Rating</b>	16	<b>Target Rating</b>	8	
<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie; Gillian Taylor								
<b>Potential Effect</b>	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction								
<b>Related Actions</b>	SCS SAP 009	Implement People Strategy actions in support of MCB programme			<b>Internal Controls</b>		Workforce Planning Process		
	SCS SAP 011	Implement Communications & Marketing Strategy actions in support of the MCB programme							
<b>Latest Note</b>	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.								

<b>RISK</b>	SCS SCS 004	Failure to ensure effective partnership working to support Community Planning	<b>Status</b>		<b>Current Rating</b>	12	<b>Target Rating</b>	6		
<b>Managed By</b>	Cherie Jarvie; Gillian Taylor									
<b>Potential Effect</b>	SOA objectives not met Breakdown in trust and reputational damage Loss of confidence Lack of joined up services and budget savings not met									
<b>Related Actions</b>	SCS SAP 001	Support Public Service Reform & efficient business of the Alliance through implementation of agreed delivery plans			<b>Internal Controls</b>		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								
<b>Latest Note</b>	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.									

**APPENDIX 2****Strategy & Customer Services Budget v's Outturn****December Outturn**

	Budget 14-15 £'000	Outturn 14-15 £'000	Variance 14-15 £'000
<b>Variance</b>	<b>6,416</b>	<b>6,073</b>	<b>(344)</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			(146)
Holiday Buy Back (3 employees)			(2)
Mail Budget underspends from clean mail discount and recharges to departments			(33)
Children's Panel - Agreement has changed to admin charge only, no expenses			(2)
Other - Supplies & Services			3
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	<b>2,604</b>	<b>2,424</b>	<b>(180)</b>
<b>CEO</b>			
CEO saving in supplies & services forecast in line with last year			(7)
Council agreement to fund Alloa Athletic £5k for 2 years via an SLA for various community football activities, such as midnight leagues, was not factored into this budget heading in error, hence the overspend. The overspend is offset with underspends in other aspects of this budget heading..			5
Cash saving offered on Professional fees			(5)
Royal visit took place in July but only cost was catering			(2)
<b>CEO</b>	<b>193</b>	<b>184</b>	<b>(9)</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 employee)			(1)
Corporate Newspaper underspend on printing, photographer and delivery charges			(3)
Other supplies and services underspends			1
Underspend in staffing due to staff being on lower scale points that budgeted. Small supplies and services underspend to be considered as part of procurement savings.	<u>306</u>	<u>294</u>	<u>(11)</u>

### Customer Services & Libraries

Vancancies pending approval of Business Case to reconfigure aspects of CAP delivery. Outcome will be deterimed as part of budget.			(59)
Holiday Buy Back (5 employees)			(2)
Additional Cash Savings offered on purchase of Books (£5K) (7% reduction in new stock level in 13/14, reduced quality of stock, potential reduction in issues)			(5)
Out of Hours -Service was delivered by Scotland Police but no recharges madeto us resulting in underspend. New agreement in place with Stirling Council to deliver this service, at level of current budget. Whilst this will result in underspend during the current year, the budget will outturn at £0 in next financial year.			(8)
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			(31)
Estimated income for Registrars (from ceremonies etc) looks likely to be higher than budgeted but lower than income received at this point in 13/14.			(3)
Emergency Planning underspend from staffing relief budget not being used and very little spend on supplies and services			(8)
Other from supplies and services			(8)
Currently reviewing structure therefore vacancies not being filled at current time. Out of Hours budget retained as it will be required to cover costs of new provider, therefore shown as an underspend. Scottish certificates website has been set up of 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, This budget will be reviewed as part of the income and charging saving.	<u>1,567</u>	<u>1,443</u>	<u>(124)</u>

### Head Of Strategy & Customer Services

Underspend in supplies and services in line with previous financial years			(6)
<b>Head Of Strategy &amp; Customer Services</b>	<u>97</u>	<u>91</u>	<u>(6)</u>



**Members Services**

Changes to staffing costs, 2 councillors no longer in the pension scheme plus additional costs for Councillor on VJB board			(3)
8 Councillors have take a reduced pay as part of the reduction in hours saving for Council employees			(4)
Unachievable income due to changes in Board members previously recharged, only recharges to APSE and VJB			6
Underspend in Members Training - not used in 13/14			(4)
Other underspends in supplies and services			(1)
<b>Members Services</b>	<b>413</b>	<b>407</b>	<b>(6)</b>

**Performance and Business Change**

Timing of recruitment to vacancy and staff on lower Scale points			(29)
Holiday Buy Back (2 employees)			(3)
Corporate Training projected on budget as per bids agreed. Cannot determine savings until later in the year once training starts taking place.			0
Making Clacks Better. Agency Staff fees for Project Manager for April only £7K. £25K relates to a payment made to NESTA for Contribution to Open Date Scotland Programme as part of an approved Spend to Save project. Once the Spend to Save is transferred into this budget, the outturn will reduce to £7K overspend.			32
Underspend in Community Engagement, budget transferred from old Culture codes. May be used later in the year for additional payments to Community Councils.			(2)
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.			(3)
Other			(3)
<b>Performance and Business Change Total</b>	<b>1,237</b>	<b>1,229</b>	<b>(8)</b>

**Strategy & Customer Services Total**

<b>6,416</b>	<b>6,073</b>	<b>(344)</b>
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