CLACKMANNANSHIRE COUNCIL

Report to Resources & Audit Committee

Date of Meeting: 18 June 2015

Subject: Strategy & Customer Services Business Plan 2015/16

Report by: Head of Strategy & Customer Services

1.0   Purpose

1.1.   This report presents the Strategy & Customer Services Business Plan for 2015/16 to Resource & Audit Committee for consideration.

2.0   Recommendations

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

2.2.   It is recommended that Committee approve the Performance Measures for scrutiny purposes over the next 12 months.

3.0   Considerations

3.1.   The Business Plan sets out the objectives and aims of the service (see Appendix A).   It is aligned with Making Clackmannanshire Better and the Single Outcome Agreement.

3.2.   The Business Plan has been developed using a wide range of sources, for example, customer insight, staff feedback, performance results and self assessment, including a governance self assessment validated through peer review.

3.3.   Its format follows corporate guidance and good practice, and is set out in 4 distinct sections: service overview, key issues, approaches and delivery plan. The delivery plan contains detail of the actions we will take to improve performance, the performance measure we will use to gauge progress against stated outcomes, and the risks we believe, should they materialise, may affect our ability to deliver services and intended performance outcomes.

3.4.   Once finalised, the Business Plan will be available all to stakeholders through Clacksweb.   It has been translated into operational plans for the 3 main business units within Strategy and Customer Services, and in turn into team plans. These will form the basis for staff PRDs, ensuring that staff objectives and learning and development plans are firmly based in a shared vision and priority outcomes.

3.5.   The Business Plan will be delivered within the budget approved for Strategy & Customer Services at the Special Council meeting on 24 February 2015. As such, there are no direct financial implications arising from this report.

4.0   Conclusions

4.1.   The Business Plan sets out the objectives and aims of Strategy & Customer Services for the year 2015/16. It will be translated into individual objectives and learning plans through the PRD process, so that all staff are working towards the delivery of the Council's stated priority outcomes within Making Clackmannanshire Better.

5.0   Sustainability Implications

5.1.   There are no direct sustainability implications associated with this report.

6.0   Resource Implications

6.1.   Financial Details

6.2.   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 ☑

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

6.4.   Staffing

6.5.   There are no direct staffing implications associated with this report.

7.0   Exempt Reports

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

8.0   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)

9.0   Equalities Impact

9.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☑   No ☐

10.0   Legality

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

11.0   Appendices

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

Appendix A - Strategy & Customer Services Business Plan 2015/16

12.0   Background Papers

12.1   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 ☐

Corporate Plan 2013 - 2017 and Single Outcome Agreement (SOA)

Author(s)

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

Approved by

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

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Strategy and Customer Services

Business Plan 2015-16

Making Clackmannanshire Better

1 SERVICE OVERVIEW

Purpose

Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific.

Its main objectives are to:

- support the strategic positioning of the Council by:
  - developing and supporting effective strategic partnerships through the mechanism of community planning;
  - promoting strategic policy cohesion within the Council;
  - enhancing the strategic capacity of the Council.

- enhance corporate performance and service delivery by:
  - providing effective internal services including business support, communications, research, performance and strategy development.

- deliver excellent services in local communities by:
  - providing effective external customer services through a range of access points including libraries, local offices, registrars, contact centre and Clacksweb;
  - providing opportunities for community learning and development;
  - co-ordinating the organisation's response to major incidents and emergencies.

2 CONTRIBUTION TO MAKING CLACKMANNANSHIRE BETTER

Context

The Council is a multi-million pound business which delivers a wide range of services for communities across Clackmannanshire. Clackmannanshire is a growing area where there are many opportunities.

The contexts which the Council operates in are ever-changing: the Council of today is not the same as the Council of five years ago and the Council in five years time will be different to how it is today.

As contexts change, the Council must change with them to make sure that it is doing everything it can to improve people's quality of life and to make Clackmannanshire a better place.

Changes in public sector funding have been a key issue facing local councils for a number of years and will continue to impact on what councils do and how they do it. While financial times are tough, though, it is important to remember that the Council still has a total budget of around £145m and to focus on providing the best services we can with that very significant resource.

Balancing the financial challenges there are also opportunities for real improvement if the Council and its partners work in a more integrated way and pool their resources

better. Similarly, changes in legislation are making it easier for communities to become more involved in service delivery.

Making Clackmannanshire Better

Given the Council's contexts, it is crucial that we get maximum benefit from all our available resources. This means our approach needs to:

- focus on clear priorities and target resources to greatest effect

    o focus on statutory requirements and fewer priority discretionary services
    o target resources
    o focus on prevention and early intervention

- transform services so that they best meet user needs, which may mean having different models of delivery and doing things in different ways

    o make services responsive to communities
    o focus on integration and take a corporate approach to all customers
    o support communities that want to provide services and make a contribution to achieving our outcomes

- be as efficient and effective as possible in everything that we do and make the best use of our substantial assets

    o get things right first time and do things once
    o make the best use of resources and assets
    o use digital solutions

- make sure that we collect all income owed to us, have an appropriate approach to charging for services and get better value for the money we spend on goods and services.

    o Optimise the use of charges for services and collect everything that is owed to us
    o Ensure any subsidies are prioritised and transparent
    o Make sure we get value for money for the goods and services we buy

This approach, Making Clackmannanshire Better, is how the Council needs to do things so that it can have a sustainable cost base going forward, sustainable service delivery and, most importantly, achieve the following outcomes which are shared with its community planning partners:

- Clackmannanshire has a positive image and attracts business and people
- Communities are more inclusive and cohesive
- People are better skilled, trained and ready for learning and employment
- Communities feel, and are, safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving
- Our environment is protected and enhanced
- Public services are improving

3 SERVICE CONTEXT & CONTRIBUTION

Strategy & Customer Services fulfils a number of service roles, some of which are internal support functions, though most of our customer transactions are external to the organisation. This includes working with the community and third sector, working with other community planning partners or fulfilling hundreds of request for service on a daily basis, whether in leisure, libraries, registrars or at community access points or the contact centre.

In line with the Council's need to realise managed contraction, the number of people working in the service is reducing year on year, at a time when demands are increasing. Squaring this circle is increasingly challenging; it can be done, though it will require us to work more collabotarively across the Council and with our partners, adopting all of the approaches outlined in Making Clackmannanshire Better, as discussed above.

As a service our workforce is ageing: 40% are over the age of 50. This presents opportunities in terms of managing down the number of staff we employ, but only if we are proactive in creating an environment that will allow us to take advantage of opportunities as they arise. Our learning and development planning this year, therefore, will be further developed to address future skills and knowledge requirements. For example, we know we will need to continue to develop greater capacity and competencies in community engagement and development. Collaborative working requires new ways of thinking and approaching how we work. Getting it right first time will require staff to be outcome focused, taking full ownership of a customer's needs, thinking preventatively, and far beyond traditional service boundaries, that, more often than not, inhibit good customer service.

The Making Clackmannanshire Better Leadership Pathway has provided a good platform, but we realise that continued investment in our team leaders and supervisors will be vital. Beyond developing their abilities to better collaborate, problem solve and improve customer service, we need to continue to widen our leadership expertise in areas such as communication skills, strong governance, project management, business case development, maximising attendance and resource planning.

As well as capacity, communication is a significant factor and a priority for the service. Transforming our services will mean that we will need to engage communities, customers, partners, employees. trades unions and others in contructive and perhaps at times difficult dialogue. This will require the adoption of systematic and consistent methods of communication across the service.

The delivery plan in section 4 aims to set out the key actions Strategy & Customer Services will take over the coming year to address our context thgough making a full contribution to Making Clackmannanshire Better. Every team and individual member of staff will contribute to its delivery. These contributions, and the support and learning and development required to support staff, will be discussed in team meetings, PRD and regular supervision meetings for all staff.

4 DELIVERY PLAN

Making Clackmannanshire Better

Strategy & Customer Services Business Plan 2015-16

MCB1 Having Clear Policy Priorities

Code	Description	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	Lead	Priority Outcome
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community	54%	70%	58%	75%	Cherie Jarvie	2
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	52%	46%	44%	30%	Cherie Jarvie	2
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	32%	42%	42%	50%	Cherie Jarvie	2
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making	26%	34%	35%	50%	Cherie Jarvie	2

Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 001	Support the Provost to plan & deliver a sustainable programme of civic events in 2015/16 within budget	Increase in strong sense of community	31-Mar-2016	Alison Bryce	2
SCS 15 002	Provide support for elections in 2015/16	Increased efficiency	31-Mar-2016	Alison Bryce	2
SCS 15 003	Support consultations on major priorities: . MCB/budget process . significant corporate strategies	Improved service delivery and efficiencies. Increase in community satisfaction	31-Mar-2016	Cherie Jarvie	2

Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 005	Deliver an approved business case that defines settlement hubs in Clackmannanshire	Improved service delivery and efficiencies. Increase in community satisfaction. More integrated local public services	31-Dec-2015	Stuart Crickmar	2
SCS 15 008	Complete transfer of Museum & Archive local collections from Mar Street within approved budget	Improved customer satisfaction Increased usage	30-Sep-2015	Brian Forbes	9
SCS 15 013	Introduce Leisure pricing strategy that ensures future sustainability, including full cost recovery model	Increased efficiency Reductions in operating costs Demonstrate Best Value	30-Sep-2015	Brian Forbes	9
SCS 15 016	Refresh Single Outcome Agreement	Increase in strong sense of community	31-Dec-2015	Cherie Jarvie	9
SCS 15 017	Implement People Strategy actions in support of MCB programme	Improved organisational efficiency Increased staff satisfaction Improved governance	31-Mar-2016	Cherie Jarvie	9
SCS 15 018	Implement Communications & Marketing Strategy actions in support of the MCB programme	Improved reputation externally Improved citizen satisfaction - Clacks 1000 More staff say that communication across the council is good	31-Mar-2016	Cherie Jarvie	9
SCS 15 019	Implement Information, Library & Learning Strategy actions in support of MCB programme	Improved customer satisfaction Increased efficiency	31-Mar-2016	Brian Forbes	9
SCS 15 022	Report annual reviews	Improved governance Improved reputation internally and externally	31-Dec-2015	Cherie Jarvie	9

Code	Sub-Action	Impact	By When	Lead
SCS 15 022-1	SOA	Improved governance Improved reputation internally and externally	31-Dec-2015	Cherie Jarvie
SCS 15 022-2	SPI Direction	Improved governance Improved reputation internally and externally	30-Sep-2015	Cherie Jarvie

Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 023	Scrutiny Improvement	Improved governance	31-Mar-2016	Stuart Crickmar	9

Code	Sub-Action	Impact	By When	Lead
SCS 15 023-1	Implement plan approved Feb 2015	Improved governance	31-Mar-2016	Stuart Crickmar
SCS 15 023-2	Undertake risk-based assessment with R&A Committee	Improved governance	30-Jun-2015	Stuart Crickmar

MCB2 Increasing Income & Savings

Code	Description	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Target	Lead	Priority Outcome
GOV AB1 SCS	Average Days Sickness Absence (Strategy & Customer Services)	DIV/0	9.1 days	11.3 days	8.0 days	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	9
GOV AB1 SCS-1	Average Days Sickness Absence (Business Support)			8.8 days	8.0 days	Alison Bryce	9
GOV AB1 SCS-2	Average Days Sickness Absence (Customer Services)			18.1 days	8.0 days	Brian Forbes	9
GOV AB1 SCS-3	Average Days Sickness Absence (Strategy & Performance)			8.9 days	8.0 days	Cherie Jarvie	9
SCS SCS BUD	Budget savings	N/A	£272.83k	£310k	£225.85k	Alison Bryce; Brian Forbes; Cherie Jarvie	9

Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 006	Deliver an approved business case that defines redesign of engagement and partnership with voluntary sector	Improved service delivery and efficiencies. Increase in community satisfaction. More integrated local public services	31-Dec-2015	Stuart Crickmar	2

MCB3 Making Efficiencies

Code	Description	2012/13	2013/14	2014/15	2015/16	Lead	Priority Outcome
		Value	Value	Value	Target		
BUS BUS 002	Customer satisfaction with overall experience of Business Support	94.1%	85.2%	100.0%	95.0%	Alison Bryce	9
BUS CNQ SCS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale		69.2%	72.6%	100.0%	Stuart Crickmar	9
BUS MPQ SCS	% MP/MSP enquiries dealt with by Strategy & Customer Services within timescale		53.8%	55.5%	100.0%	Stuart Crickmar	9
CUS C01 SCS	Number of formal complaints received about service	9	14	12	9	Brian Forbes	9
CUS C02 SCS	% formal complaints dealt with by Strategy & Customer Services within timescale		92.9%	75%	100%	Brian Forbes	9
CUS C03 SCS	% formal complaints upheld/partially upheld Strategy & Customer Services		64.3%	92%	50%	Brian Forbes	9
CUS CAP 001	Satisfaction with overall experience of Community Access Points	97.8%	97.6%	98.5%	100.0%	Brian Forbes	9
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	87.0%	90.4%	89.8%	92%	Brian Forbes	9
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	12.10%	12.10%	8.90%	12.00%	Brian Forbes	9
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	97.1%	100.0%	97.0%	100.0%	Brian Forbes	9
GOV FOI SCS	% FOI enquiries responded to within timescale: Strategy & Customer Services		85.7%	97.1%	100.0%	Brian Forbes	9
SAP CL1 016	Local residents who state that they have had good experience of Library Services in the last year	79%	92%	94%	95%	Cherie Jarvie	9
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	28.00%	38.00%	41.00%	50.00%	Cherie Jarvie; Karen Payton	9
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance	29.00%	39.00%	40.00%	50.00%	Cherie Jarvie; Gillian Taylor	9
SAP SAP 001	Customer satisfaction with overall experience of Strategy & Performance	85.0%	85.0%	89.0%	95.0%	Cherie Jarvie; Gillian Taylor	9
SAP SHS LEI	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with leisure facilities (LGBF Code: C&L5d)	75%	68%	Not available until Jan 16	75%	Brian Forbes	9

Code	Description	2012/13	2013/14	2014/15	2015/16	Lead	Priority Outcome
		Value	Value	Value	Target		
SAP SHS LIB	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with libraries (LGBF Code: C&L5a)	77%	79%	Not available until Jan 16	80%	Brian Forbes	9

Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 008	Complete transfer of Museum & Archive local collections from Mar Street within approved budget	Improved customer satisfaction Increased usage	30-Sep-2015	Brian Forbes	9
SCS 15 011	Strategy & Customer Services will demonstrate high standards of people management	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	31-Mar-2016	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	9

Code	Sub-Action	Impact	By When	Lead
SCS 15 011-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	Improved SCS staff satisfaction More SCS staff say communications is good	31-Aug-2015	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS 15 011-2	Sample assess 10% PRDs to ensure all are done and high standards are maintained	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	31-Aug-2015	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

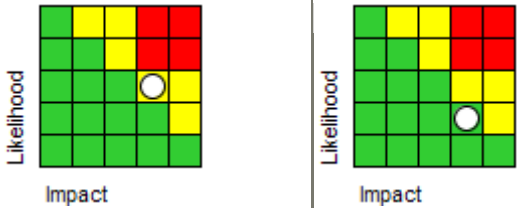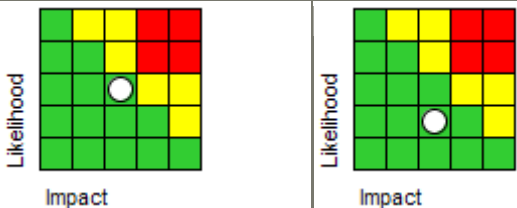| Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 015	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Improved staff satisfaction Improved governance	31-Mar-2016	Alison Bryce; Brian Forbes; Cherie Jarvie	9

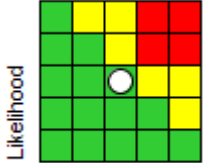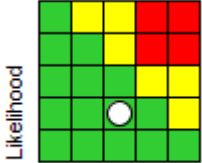| Code	Sub-Action	Impact	By When	Lead
SCS 15 015-1	Review service information management, including data security and anti-fraud processes & improve staff awareness & development	Improved staff satisfaction Improved governance	31-Oct-2015	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-2	Review workforce planning arrangements in light of rapid service contraction	Improved staff satisfaction Improved governance	31-Mar-2016	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-3	Review staff and stakeholder engagement processes and systems, in light of rapid change	Improved staff satisfaction Improved governance	31-Mar-2016	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-4	Review business continuity arrangements	Improved staff satisfaction Improved governance	31-Mar-2016	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-6	Review and improve service approaches to project management	Improved staff satisfaction Improved governance	31-Mar-2016	Cherie Jarvie
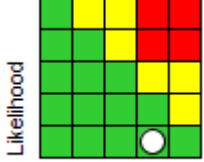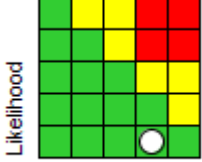
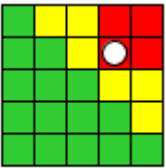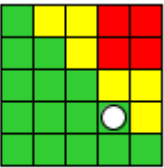| Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 021	Design & implement sustainable improvement framework	All services achieving CSE Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status	31-Mar-2016	Cherie Jarvie	9
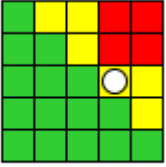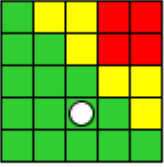
MCB4 Transforming Services

Covalent Code	ACTION	Impact	By When	Lead	Priority Outcome
SCS 15 025	Update approach to customer contact management handling	Improved service delivery and efficiencies. Increase in community satisfaction. More integrated local public services	31-Dec-2015	Stuart Crickmar	9

Risk Register 2015-16

RISK	SCS 15 001	Corporate governance requirements not adhered to	Status	⚠️	Current Rating	12	Target Rating	8
Managed By	Alison Bryce; Brian Forbes; Cherie Jarvie							
Potential Effect	Reputational damage; loss of confidence, legal action							
Related Actions	SCS 15 015	Ensure that Strategy & Customer Services operates to very highest standards of Governance	**Internal Controls**		Governance Strategy			
					Staff induction and development			

RISK	SCS 15 002	Community engagement/communications failures	Status	✅	Current Rating	9	Target Rating	6
Managed By	Cherie Jarvie							
Potential Effect	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence							
Related Actions	SCS 15 015-3	Review staff and stakeholder engagement processes and systems, in light of rapid change	**Internal Controls**		Community Engagement Process			
	SCS 15 025	Update approach to customer contact management handling			Single Outcome Agreement			
	SCS 15 005	Deliver an approved business case that defines settlement hubs in Clackmannanshire						

RISK	SCS 15 003	Failures of communication with staff	Status	✅	Current Rating	9	Target Rating	6
Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie							
Potential Effect	Loss of morale Loss of efficiency							
Related Actions	SCS 15 015-3	Review staff and stakeholder engagement processes and systems, in light of rapid change			**Internal Controls**	Communications Strategy		

RISK	SCS 15 004	Failure to meet required budget savings	Status	✅	Current Rating	4	Target Rating	4
Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie							
Potential Effect	Financial loss; Reputational damage							
Related Actions					**Internal Controls**	Budget Challenge & Financial Monitoring		

RISK	SCS 15 006	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							
Potential Effect	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction							
Related Actions	SCS 15 011-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities			**Internal Controls**	Workforce Planning Process		

RISK	SCS 15 007	Failure to ensure effective partnership working to support Community Planning	Status	🔺	Current Rating	12	Target Rating	6
Managed By	Cherie Jarvie							
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 15 007	Deliver an approved business case that defines joint resourcing and service redesign by Clackmannanshire Alliance			**Internal Controls**	Community Engagement Process		
						Single Outcome Agreement		