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**Report to Resources & Audit Committee**

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**Date of Meeting: 24 September 2015**

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**Subject: Strategy & Customer Services Performance Report, 1st Quarter, 2015/16**

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

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**1.0 Purpose**

- 1.1. This report updates committee on the performance and finance position for Strategy & Customer Services for the 1st Quarter 2015/16.

**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 system is attached at Appendix 1, however, key service activity in the 1st Quarter is outlined below.

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

Workers Memorial Day in April and Armed Forces Day in June.

- 3.3 Customer Services - Customer satisfaction with the Community Access Points (98.8% satisfied/very satisfied) and Contact Centre (95.1%) remains very high. The number of visitors to the Speirs Centre has increased from around 6,500 per month (October to December 2014) to around 7,500 per month (since April 2015).
- 3.4 Scottishcertificates.org.uk - the income target of £46,000 set for 2015/16 will be significantly exceeded, based on Quarter 1 results to date.
- 3.5 Efficiency - Strategy and Customer Services continue to review vacancies and ways of working to be as efficient as possible. This has included stopping some work completely so that resources can be focussed on priority areas of work. Managing the demands on the service at a time when resources are stretched and further savings are needed is becoming even more challenging and resource intensive for managers.
- 3.6 Community Planning - We continue to provide Council lead on Community Planning and Partnership Working. Over much of the past year the Alliance Executive group and its partnership subsidiaries have reviewed CPP structures, governance, reporting and scrutiny arrangements in light of the Government's Statement of Ambition and the various expectations placed on CPPs through public sector reform. This led to agreement at the June meeting of the Clackmannanshire Alliance to a number of proposals including the creation of a non-executive Board to be established by the end of the financial year.
- 3.7 Community Engagement - The Service has been engaged with a number of communities in Quarter 1 to consider options for local community planning and shaping local services. This has included support provided to communities on developing local plans and where appropriate on implementing local plans. Specific engagement has taken place with Dollar and Clackmannan communities, as well as ongoing dialogue with the Joint Community Council Forum.
- 3.8 Making Clackmannanshire Better - The Service supports administration of the programme as well as progressing three Change Proposals/Business Cases over the early part of 2015/16. This has involved significant work including research and data analysis over the reporting quarter. Good progress has been made on implementing online payment for secondary school meals, which is being project managed by Business Support. There is significant support from schools and parents for this channel shift, which will take a lot of manual administration and cash handling out of the process. It remains on course for implementation in October 2015.
- 3.9 Communications - Throughout the first quarter of 2015/16 the service has reviewed content and re-branded Clackswab to provide a more useable interface for customers. This work has involved removing over 300 pages from the site and ensuring that it is more efficient to navigate for customers. This also involved a cross service review of all Clackswab content. The Service has recently achieved an improved audit index score for its Corporate website which indicates an improvement across the range of indicators used by SOCITM.

The Council has also reached some notable Social Media milestones in the first quarter of 2015/16 with over 5000 Facebook friends and over 6000 Twitter followers communicating with us via these methods. As newspaper readership declines markedly, investing in this channel shift is a key part of our overall efficiency drive and in improving of the customer experience, with more and more customers contacting us through digital means for service provision.

- 3.10 Community Consultation & Engagement - The Service has assisted Education on the 21st Century Learning Consultation which has incorporated more than 500 responses in total. Citizen Space is now very well established and used in the Council and Services have been trained to do their own consultations which enables us to support Corporate consultations. The 12th survey of the Clacks 1000 was carried out in the reporting quarter with a healthy response rate of 66% achieved.
- 3.11 Corporate Leadership and Development - The Service has led the design and development of the Council's Corporate Leadership Programme, and Corporate and Service training bids for 2015/16. Elements of the Leadership Programme are still running, but the Service has been developing future elements based on evaluation and feedback from staff, participants and managers.
- 3.12 Counter Terrorism and Serious and Organised Crime - The Service is the Corporate lead for this work which is now a statutory requirement for Local Authorities. A Local Implementation Partnership has been established at Forth Valley level to take forward implementation of a National Action plan on both Counter Terrorism (CONTEST) and Serious and Organised Crime (SOC). A local working group has been established in Clackmannanshire and a local action plan which is being progressed by members. Early work has already been achieved in delivering training to staff who routinely handle mail. Further training/awareness sessions are in the pipeline.
- 3.13 Emergency Planning - Training was undertaken for the Incident Assistance Team in June with regard to a Humanitarian Assistance Centre and other Care for People related activities. On 27 June, Council staff responded to an incident relating to the water supply in the Menstrie area
- 3.14 Leisure Services - Leisure operations transferred to Strategy and Customer Services in January 2015. The service has undertaken a review of Leisure and a number of management actions are now being taken forward to bring operational leisure services expenditure within budget at the year end. These include removing special/historical booking arrangements and subsidies, implementing agreed internal charging policies, clustering bookings and reducing staff operating costs through improved scheduling where possible. As part of our MCB effort we have commenced a review of the leisure booking system. The current system is inefficient and lacks the level of functionality customers now expect, leading to ongoing dissatisfaction.

## 4.0 Financial Performance

- 4.1. This element of report is intended to complement Corporate reporting arrangements. When considered in conjunction with the regular service performance reports, it is the aim that Elected Members will gain a greater understanding and awareness of Service activities, which in turn will facilitate more effective scrutiny and the maximisation of the use of resources.
- 4.2. The undernoted table outlines the financial position as at end of June 2015 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	2,462,540	2,341,624	(120,916)
CEO	189,240	185,420	(3,820)
Comms & Marketing	283,360	289,757	6,397
Customer Services & Libraries	1,512,510	1,392,475	(120,035)
Head of Strategy & Customer Services	93,220	91,600	(1,620)
Member Services	419,320	402,928	(16,392)
Performance & Business Change	1,231,790	1,142,585	(89,205)
Leisure Services (Customer Services)	225,220	428,192	202,972
<b>TOTAL</b>	<b>6,746,000</b>	<b>6,603,383</b>	<b>(142,617)</b>

- 4.3. Overall, Strategy and Customer Services is currently predicted to be underspent by £143,000 at the end of the financial year.
- 4.4. The variances, summarised in the table above, are mainly attributable to staffing underspends as a result of vacancies, combined with ongoing recruitment scrutiny and review, as well as above-forecast income. These are already being factored into proposals for future budgetary savings.
- 4.5. Progress with Savings - The Service have implemented £200,000 of the approved £225,000 savings for 2015/16. The final component is the approved reduction in CAP opening hours totalling a saving of £25,000 this year, with a further £25,000 next year. This has required a significant engagement process with a range of stakeholders, including staff and trade unions,

however, it is on track for implementation by the scheduled date of 1 October 2015.

## **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.

## **6.0 Achievements**

6.1. Business Support - A 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 regular 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                        | <input type="checkbox"/>            |
| The Council is effective, efficient and recognised for excellence        | <input checked="" type="checkbox"/> |

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

## 12.0 Equalities Impact

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

Yes  No  not applicable.

## 13.0 Legality

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

## 14.0 Appendices

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

Appendix 1: Covalent 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)**

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

**Approved by**



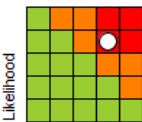








<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Stuart Crickmar	Head of Strategy & Customer Services	
Elaine McPherson	Chief Executive	








Quarter 1 Progress Report

KEY TO SYMBOLS

PIs		ACTIONS		RISKS	
<b>Short Trend</b> Compares this quarter's performance with last quarter		<b>Expected Outcome</b>		<b>Current Rating</b> Likelihood x Impact (1 - 5)	<b>Status</b>
	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.	

## MCB1 Having Clear Policy Priorities



Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 001	Support the Provost to plan & deliver a sustainable programme of civic events in 2015/16 within budget	31-Mar-2016	15%	✓	Civic events in Q1 have included Workers Memorial Day on 28th April and Armed Forces Day on 2nd June.	Alison Bryce	2
SCS 15 002	Provide support for elections in 2015/16	31-Mar-2016	50%	✓	Business Support provided support at all the postal vote sessions for the UK Parliamentary General Election on 7th May. Staff were also involved working on the day of the Election in Polling Stations and at the Count at Alloa Town Hall.	Alison Bryce	2
SCS 15 003	Support consultations on major priorities: . MCB/budget process . significant corporate strategies	31-Mar-2016	30%	✓	The service continues to support corporate consultations. This quarter we have supported the 21st learning consultation and the Shared Services business case consultation.	Cherie Jarvie	2
SCS 15 005	Deliver an approved business case that defines settlement hubs in Clackmannanshire	31-Dec-2015	20%	✓	Business Case currently being finalised for discussion at Executive Team and thereafter will be open to consultation.	Stuart Crickmar	2
SCS 15 008	Complete transfer of Museum & Archive local collections from Mar Street within approved budget	30-Sep-2015	50%	⚠	Option appraisal exercise was undertaken earlier this year to assess options for creating a Local Archives & Local Collections facility. The Lesser Speirs Hall was identified as the preferred location. Currently awaiting completion of a structural survey. Project unlikely to be achieved within timescale.	Brian Forbes	9

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 013	Introduce Leisure pricing strategy that ensures future sustainability, including full cost recovery model	30-Sep-2015	<input type="text" value="33%"/>		Management review of leisure services is currently underway to address historical budget shortfall. Key principles of leisure charging policy are being taken forward, for example reviewing all historical special arrangements, removal of 'free' lets for internal and external customers. It has been agreed to implement a series of management actions to reduce operating costs before considering options such as further price increases. Project unlikely to be achieved within the planned timescale, given the structural changes required.	Brian Forbes	9
SCS 15 016	Refresh Single Outcome Agreement	31-Dec-2015	<input type="text" value="10%"/>		The Single Outcome Agreement will be refreshed in line light of public sector reform; governance and changes to partnership structures and the impact of new legislation ie Community Empowerment and Renewal Bill.	Cherie Jarvie	9
SCS 15 017	Implement People Strategy actions in support of MCB programme	31-Mar-2016	<input type="text" value="50%"/>		<p>Delivery of pathways 1 &amp; 2 of the Leadership Development Programme are close to completion and a programme for a third tier, aspiring managers, has been formulated and is currently being considered as part of the corporate training programme for 2015 onwards.</p> <p>A Strategic Workforce Plan has been drafted and is with Resource and Governance Services for comment. A Workforce Planning Toolkit has been drafted for use by managers as part of the Business Planning process. More detailed workforce forecasting is in progress to support the MCB programme in terms of the patterns and trends of workforce movement in the next few years.</p> <p>Data relating to Equality and Diversity within our workforce was published on Clacksweb in April 2015, as required by the Equality Act 2010.</p>	Cherie Jarvie	9






Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 018	Implement Communications & Marketing Strategy actions in support of the MCB programme	31-Mar-2016	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		The service continues to implement the Communications and Marketing Strategy action plan approved in 2014. In this reporting quarter the comms and marketing team have strengthened mechanisms for pro-active media management including regular meetings/contact with the Council Leader, all Heads of Service and the editor from the local newspaper. The Councils staff newsletter has moved to an online publication, and circulation of the Councils newspaper reduced and copies provided in key areas for residents to access (ie doctors surgeries/libraries). A review of Clacksweb site functions and navigation has taken place with a new-look streamlined Clacksweb site which is more customer and top-task focussed. The Council has achieved new Social Media milestones in the qtr with over 5000 Facebook followers and over 6000 Twitter followers.	Cherie Jarvie	9
SCS 15 019	Implement Information, Library & Learning Strategy actions in support of MCB programme	31-Mar-2016	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 80%		Significant progress has been made with the strategy actions over the last 2 years re Speirs Centre, programme of events and activities, new library management system, computing classes and 1-1s support to jobseekers applying online. A staff training programme has also been completed to increase their digital skills - thereby enabling them to help customers.	Brian Forbes	9
SCS 15 022	Report annual reviews	31-Dec-2015	<div style="width: 12%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 12%		Early work has commenced on annual reviews.	Cherie Jarvie	9


Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 15 022-1	SOA	31-Dec-2015	<div style="width: 10%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 10%		SOA review has commenced.	Cherie Jarvie
SCS 15 022-2	SPI Direction	30-Sep-2015	<div style="width: 15%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 15%		Report on SPI direction will be presented to R&A in February 2016.	Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 023	Scrutiny Improvement	31-Mar-2016	<div style="width: 90%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">90%</div></div>		See comments below.	Stuart Crickmar	9

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 15 023-1	Implement plan approved Feb 2015	31-Mar-2016	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		The R&A workshop completed the implementation plan.	Stuart Crickmar
SCS 15 023-2	Undertake risk-based assessment with R&A Committee	30-Jun-2015	<div style="width: 80%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">80%</div></div>		A workshop was convened in June 2015, with an agreed actions resulting.	Stuart Crickmar


## MCB2 Increasing Income & Savings



Code	Description	2012/13	2013/14	2014/15	2015/16	Q1 2015/16		Latest Note	Lead	Priority Outcome
		Value	Value	Value	Target	Value	Short Trend			
GOV AB1 SCS	Average FTE Days Sickness Absence (Strategy & Customer Services)		9.1 days	11.3 days	7.0 days	3.3 days		There has been an improvement in sickness absence. This is in part due to staff returning from long term sick leave and staff leaving through voluntary severance.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	9
GOV AB1 SCS-1	Average FTE Days Sickness Absence (Business Support)			8.8 days	7.0 days	3.9 days		Sickness absence has declined in quarter 1 compared to last year (3.5 days). This is in part due to staff on long-term absence. Managers continue to monitor absence on a regular basis with monthly discussions at management teams/1-1's.	Alison Bryce	9
GOV AB1 SCS-2	Average FTE Days Sickness Absence (Customer Services)			18.1 days	7.0 days	3.3 days		There has been an improvement in sickness absence figures. This is partly due to staff returning from long term sick leave as well as staff leaving on voluntary severance.	Brian Forbes	9
GOV AB1 SCS-3	Average FTE Days Sickness Absence (Strategy & Performance)			8.9 days	7.0 days	0.4 days		Absence figures for the Service have improved in this quarter. We continue to manage absence and implement Council policy through consistent monitoring at management meetings and through 121s.	Cherie Jarvie	9
SCS SCS BUD	Budget savings (£000)	N/A	272.83	310.00	225.85	200.85		Budget savings are on target. Most savings identified have been implemented.	Alison Bryce; Brian Forbes; Cherie Jarvie	9

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 006	Deliver an approved business case that defines redesign of engagement and partnership with voluntary sector	31-Dec-2015	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">20%</div>		Business Case currently being finalised for discussion at Executive Team and thereafter consultation with the public.	Stuart Crickmar	2

## MCB3 Making Efficiencies

Code	Description	2012/13	2013/14	2014/15	2015/16	Q1 2015/16		Latest Note	Lead	Priority Outcome
		Value	Value	Value	Target	Value	Short Trend			
BUS BUS 002	Customer satisfaction with overall experience of Business Support	94.1%	85.2%	100.0%	95.0%	100.0%		Services to Communities are currently being surveyed. No surveys carried out in Quarter 1.	Alison Bryce	9
BUS CNQ SCS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale		69.2%	72.6%	100.0%	100.0%		Two enquiries received and dealt within timescale.	Stuart Crickmar	9
BUS MPQ SCS	% MP/MSP enquiries dealt with by Strategy & Customer Services within timescale		53.8%	55.5%	100.0%	50.0%		Two MP enquiries were received in Quarter 1. 1 enquiry was responded to outwith timescale due to consultation with other Services.	Stuart Crickmar	9
CUS C01 SCS	Number of formal complaints received about service	9	14	12	9	6		S&CS continues to review feedback and learn from complaints, as appropriate.	Brian Forbes	9
CUS C02 SCS	% formal complaints dealt with by Strategy & Customer Services within timescale		92.9%	75%	100%	100%		All complaints resolved within target timescale.	Brian Forbes	9
CUS C03 SCS	% formal complaints upheld/partially upheld Strategy & Customer Services		64.3%	92%	100%	83%		Five out of the six complaints were partially upheld/upheld. Further training to be arranged for new staff and customer services training to be reviewed.	Brian Forbes	9
CUS CAP 001	Satisfaction with overall experience of Community Access Points	97.8%	97.6%	98.5%	100.0%	98.8%		Very high levels of satisfaction continue to be achieved.	Brian Forbes	9
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	87.0%	90.4%	89.8%	92.0%	95.1%		Customer satisfaction levels for Q1 for the Contact Centre are very high. This levels exceeds the industry standard.	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%	7.89%		The figure for borrowing has declined in this quarter. Further analysis to be undertaken to determine trends/patterns.	Brian Forbes	9
GOV FOI SCS	% FOI enquiries responded to within timescale: Strategy & Customer Services		85.7%	97.1%	100.0%	88.9%		9 FOI's received in Quarter 1. One FOI was responded to outwith the response period. This was a cross-service enquiry relating to IT contracts.	Brian Forbes	9


Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 011	Strategy & Customer Services will demonstrate high standards of people management	31-Mar-2016	66%		Regular team meetings are being held across all areas of Strategy & Customer Services. Line managers have been tasked with ensuring all PRDs are completed timeously, regular 1-1s are carried out and support and guidance provided to staff, where required. Refresher sessions have been run for line managers (Customer Services) on managing performance, supporting and coaching staff, absence management and the managing change process. Council and service updates are communicated via 1-1s and via the council's agreed cascade process. HR advisers regularly attend Management Meetings and Team Meetings.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	9


Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 15 011-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	31-Aug-2015	100%		All PRDs have been completed. Managers have submitted essential training bids relating to Learning and Development priorities linked to objectives.	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	31-Aug-2015	33%		Business Support - A sample assessment of PRD's was undertaken on 3rd July, 2015 and 100% of PRD's had been completed.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie




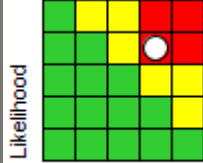
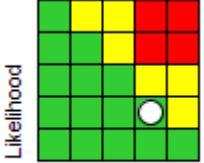

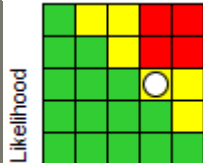
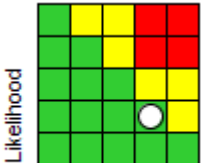
Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 015	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2016	33%		See comments below.	Alison Bryce; Brian Forbes; Cherie Jarvie	9


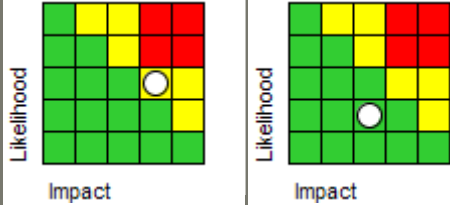
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 15 015-1	Review service information management, including data security and anti-fraud processes & improve staff awareness & development	31-Oct-2015	33%		Service continues to review information management needs and requirements. The service is also linking in, and contributing to the development of a Council-wide Records Management Plan based on good practice from elsewhere.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-2	Review workforce planning arrangements in light of rapid service contraction	31-Mar-2016	33%		Management reviews have been completed in each part of S&CS. These reviews include details of the priority services to be delivered going forward, and skills required from staff. Workforce planning issues are also being address as part of the 3rd Sector Commissioning review.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-3	Review staff and stakeholder engagement processes and systems, in light of rapid change	31-Mar-2016	33%		A programme of PRDs and regular 1-1s are undertaken across the service to ensure effective staff engagement. Regular team meetings and service-wide meetings are being held involving all Team Leaders to ensure staff are fully involved and engaged. Specific service-wide consultations are being held on managing change processes, including the change in CAP opening hours from October 2015.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-4	Review business continuity arrangements	31-Mar-2016	33%		Business Continuity continues to be assessed on a regular basis, supported by the Council's Emergency Planning Officer. A review of current Business Continuity plans will be completed prior to Winter 2015 to assess risks and agree mitigation actions.	Alison Bryce; Brian Forbes; Cherie Jarvie


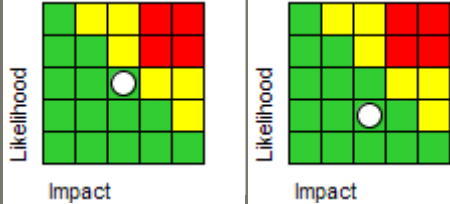
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 15 015-6	Review and improve service approaches to project management	31-Mar-2016	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">33%</div>		A review of project management resource in Strategy and Performance has been carried out in support of the MCB programme. Training has been included in the Corporate training bid to support capacity building of staff who are working on projects. All team leaders and service managers have received basic training on project management through the Leadership Programme.	Cherie Jarvie


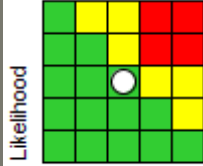
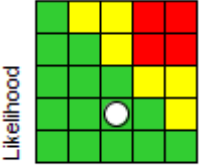

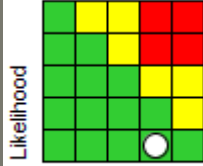
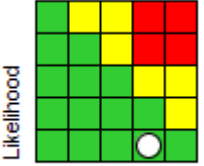
Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 021	Design & implement sustainable improvement framework	31-Mar-2016	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">70%</div>		A model self assessment process has been developed which satisfies both the requirement under Best Value for comprehensive self assessment and the requirement for an Annual Governance Statement conforming to the CIPFA/ SOLACE Framework. It is intended that a final version, approved by Resource and Governance, is implemented in the third quarter of 2015, providing a more resource efficient process than the previous separate CIM and AGS models.	Cherie Jarvie	9

## Risk Register 2015-16

<b>ID &amp; Title</b>	SCS 15 006 Loss of key skills, knowledge or capacity	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<b>Current Rating</b>	16	<b>Target Rating</b>	8
<b>Description</b>	Loss of key skills, knowledge or capacity due to contraction of service and staff base							 Impact	 Impact		
<b>Potential Effect</b>	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction										
<b>Related Actions</b>	SCS 15 011-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	<b>Internal Controls</b>	Workforce Planning Process							
<b>Latest Note</b>	The service endeavours to take a managed contraction approach to reducing budgets and staffing levels. This work includes workforce planning and succession planning over the short and medium term. Despite these approaches, this remains a significant risk to the Service.										
<b>ID &amp; Title</b>	SCS 15 001 Corporate Governance non-adherence	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Alison Bryce; Brian Forbes; Cherie Jarvie	<b>Current Rating</b>	12	<b>Target Rating</b>	8
<b>Description</b>	Corporate governance requirements not adhered to							 Impact	 Impact		
<b>Potential Effect</b>	Reputational damage; loss of confidence, legal action										
<b>Related Actions</b>	SCS 15 015	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 managers and team leaders have attended training on specific areas of governance through the Corporate Leadership Programme. In addition the Service has held awareness sessions for managers and team leaders on key governance risk areas such as health and safety and EQIAs. These sessions will continue to be held with managers and team leaders from Strategy and Customer Services in 2015/16.										

<b>ID &amp; Title</b>	SCS 15 007	Failure to ensure effective partnership working	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Cherie Jarvie	<b>Current Rating</b>	12	<b>Target Rating</b>	6
<b>Description</b>	Failure to ensure effective partnership working to support Community Planning											
<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 15 007	Deliver an approved business case that defines joint resourcing and service redesign by Clackmannanshire Alliance			<b>Internal Controls</b>	Community Engagement Process		Single Outcome Agreement				
<b>Latest Note</b>	The CPP has over the last 12 months conducted a review on its partnership structures, governance and reporting and scrutiny arrangements to ensure we are fit for purpose in taking forward the Scottish Governments Statement of Ambition and programme of public sector reform. This has led to agreed changes which will strengthen governance and scrutiny of community planning and its partner and if which we are in the process of implementing. Despite this there remains risk with partners commitment to Community Planning given contraction of all partner organisations in Clackmannanshire.											

<b>ID &amp; Title</b>	SCS 15 002	Community engagement/communications failures	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Cherie Jarvie	<b>Current Rating</b>	9	<b>Target Rating</b>	6
<b>Description</b>	Community engagement/communications failures											
<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 15 005	Deliver an approved business case that defines settlement hubs in Clackmannanshire			<b>Internal Controls</b>	Community Engagement Process		Single Outcome Agreement				
<b>Latest Note</b>	SCS 15 015-3	Review staff and stakeholder engagement processes and systems, in light of rapid change								We have in place an engagement/communication interface for consulting and sharing information with communities. We have also developed a detailed consultation toolkit on engaging and consulting with communities. Through MCB work the service is currently looking at mechanisms for ensuring that we engage and consult with communities in a way that can genuinely influence local service design and local decision making. We are seeing small year on year improvements through Clacks 1000 results, however clearly more work is required to meet the targets set for 2015/16. As such, the current risk rating is being maintained.		

<b>ID &amp; Title</b>	SCS 15 003 Failures of communication with staff	<b>Approach</b>	Treat	<b>Status</b>		<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<b>Current Rating</b>	9	<b>Target Rating</b>	6
<b>Description</b>	Failures of communication with staff										
<b>Potential Effect</b>	Loss of morale Loss of efficiency										
<b>Related Actions</b>	SCS 15 015-3 Review staff and stakeholder engagement processes and systems, in light of rapid change			<b>Internal Controls</b>	Communications Strategy						
<b>Latest Note</b>	A number of communication tools have been implemented in the Service including formal cascade, use of teamroom, extended management meetings and regular team meetings in each service area with agreed standing agenda items. Ongoing work is required, however, particularly in relation to budget challenges and corporate change.										
<b>ID &amp; Title</b>	SCS 15 004 Failure to meet required budget savings	<b>Approach</b>		<b>Status</b>		<b>Managed By</b>	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<b>Current Rating</b>	4	<b>Target Rating</b>	4
<b>Description</b>	Failure to meet required budget savings										
<b>Potential Effect</b>	Financial loss; Reputational damage										
<b>Related Actions</b>				<b>Internal Controls</b>	Budget Challenge & Financial Monitoring						
<b>Latest Note</b>	The service has prepared business cases on 3 key areas for budget savings over the next years through the Making Clackmannanshire Better Programme. These will be consulted on throughout September 2015.										



## APPENDIX 2

### Strategy & Customer Services Budget v Outturn

#### JUNE OUTTURN

	<b>Budget 15-16</b>	<b>Outturn 15-16</b>	<b>Variance 15-16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>STRATEGY &amp; CUSTOMER SERVICES</b>	<b>6,746</b>	<b>6,603</b>	<b>(143)</b>
<b>Business Support</b>			
Staff turnaround, and no authority given to fill posts in Education			(82)
Holiday Buy Back (3 employees)			(1)
Mail budget continues to show underspends in recharges to departments - continue to monitor and look at ways to reduce this underspend			(27)
Children's Panel - Agreement has changed to admin charge only, no expenses			(9)
Other - Supplies & Services			(3)
Underspend relates to efficiencies in postage costs due to departments using franking, will continue to monitor to reduce underspend. Staffing costs continue to be underspend due to high turnover of staff and the restrictions on recruiting to vacant posts. Small savings on supplies and services.	<b>2,463</b>	<b>2,342</b>	<b>(121)</b>
<b>CEO</b>			
Assume no costs to professional fees, this budget has been used in the past for specific projects, last year wasn't used, and no plans to be used in 15/16.			(10)
Increased cost for COSLA - demand pressure approved for 1% increase, but increase has been 17.915%			6
Assume no professional fees this year as last year (has been used in the past for specific projects). COSLA charge has been increased by 17.915%, where demand pressure was only for 1% increase.	<b>189</b>	<b>185</b>	<b>(4)</b>
<b>Comms &amp; Marketing</b>			
Unachievable income target for adverts placed in the corporate Newspaper			2
Subscriptions - Social Media Dashboard not budgeted for			1
Supplies and Services			3
Overspends due to advert space not being sold in publications issued. Subscriptions to Social Media Dashboard, PRCA and Newspaper Licensing agency.	<b>283</b>	<b>290</b>	<b>6</b>
<b>Community Chest</b>			
This scheme ended on 31st March 2015	<b>0</b>	<b>0</b>	<b>0</b>

**Strategy & Customer Services Budget v Outturn****JUNE OUTTURN**

	Budget 15-16 £'000	Outturn 15-16 £'000	Variance 15-16 £'000
<b>STRATEGY &amp; CUSTOMER SERVICES</b>	<b>6,746</b>	<b>6,603</b>	<b>(143)</b>
<b>Corporate Training</b>			
Projected on budget until BIDS have been approved and allocated to services	<u>329</u>	<u>329</u>	<u>0</u>
<b>Customer Services &amp; Libraries</b>			
Staffing underspends due to closure of receptions at Lime Tree House, Greenfield and Sauchie Hospital. Plus awaiting approval of Management Review to fill permanent posts (currently staff are acting up and on temp contracts). Vacant hours in CAP offices not being filled as full review of service is being carried out. Includes saving of £25K for reduced opening hours to CAPs			(46)
Income generate from Scottish Certificates as demand continues to grow. Underspend is net of salary costs, postages and a few supplies and services to run the service.			(90)
Shortfall in registrars in line with last few years level of charges			9
Overspend in supplies and services due to photocopying increases (many of the machines were never charged for on the previous contract)			7
Income generated from Scottish Certificates website, £46K income target given has been exceeded as demand has continued to grow, however pressure on the staffing has meant the employment of 1.5fte to cope with demand, variance after staffing costs is £90k. Staffing underspends throughout Customer Services due to staff leaving through VS and temp contracts in place fro acting up and posts being filled until management review is approved.	<u>1,513</u>	<u>1,392</u>	<u>(120)</u>
<b>Head of Strategy</b>			
Supplies and services underspends, as per previous years	<u>93</u>	<u>92</u>	<u>(1)</u>
<b>Members Services</b>			
Reduction in payments to elected members, plus budget built up for 1.5% inflation, only 1% given and 1 less senior member.	<u>419</u>	<u>403</u>	<u>(16)</u>



**Strategy & Customer Services Budget v Outturn****JUNE OUTTURN**

	Budget 15-16 £'000	Outturn 15-16 £'000	Variance 15-16 £'000
<b>STRATEGY &amp; CUSTOMER SERVICES</b>	<b>6,746</b>	<b>6,603</b>	<b>(143)</b>
<b>Performance Business &amp; Strategy</b>			
Performance & Partnership Team Leader left and will not be replaced. Performance & Information Officer transferred to HRA, and balance of budget after post removed through VS Holiday Buy Back Scheme for 1 employee			(76)
Supplies and services and payment to other agencies (budget is sometimes used for budget consultation or Options Appraisals, but nothing is planned at the moment)			(1)
			(12)
Underspends from staffing due to Team Leader leaving and not being replaced, post transferring to HRA and removal of post through VS. Underspend in payments to other agencies as this budget is used for options appraisals and budget consultation which there are not plans for at the moment.	<u>1,232</u>	<u>1,143</u>	<u>(89)</u>
<b>Leisure (Customer Services)</b>			
Historic price increases never implemented following policy decision. Savings were based on 11/12 usage; figures in 12/13 and 13/14 show reduction in numbers			95
Staffing overspend (long-term legacy letting agreements are not covering costs, particularly for Alloa Town Hall, Firpark Ski & Academies review underway)			35
Overtime budget not used - staff not working enough hours to claim overtime, additional hours processed through Gross Pay			(12)
Leisure Income review still to be completed. Remaining shortfall on Lets and Charges			81
Supplies & Services			4
Review to be completed to reduce the gap between income received and costs for covering each let. Full cost recovery model to be looked at also. Review will look at opening hours, staffing contracted hours and fees being charged for each let.	<u>225</u>	<u>428</u>	<u>203</u>
<b>STRATEGY &amp; CUSTOMER SERVICES TOTAL</b>	<b><u>6,746</u></b>	<b><u>6,603</u></b>	<b><u>(143)</u></b>

Staffing underspends in Business Support due to posts not being given approval to be replaced. Mail income from recharges to departments generating an underspend. Customer Services awaiting a review of their management structure due to temp contracts being in place to cover staff that have left through VS. Scottish Certificates demand continues to grow and income is now funding 1.5FTE staff to help with the demand, while still generating further underspends. Vacancies in Performance and Strategy not being replaced, Team Leader left and post transferred to Housing. Leisure overspends due to shortfall in income, high staffing costs and an unachievable saving. Review being carried out to look at full cost recovery, while also looking at opening hours, staff contracted hours and charges for lets.

