**CLACKMANNANSHIRE COUNCIL**

Report to  Resources & Audit Committee

**Date of Meeting: 3 December, 2015**

**Subject: Strategy & Customer Services Performance Report, 2nd Quarter, 2015/16**

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

## 1.0    Purpose

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

3.2    Civic Events  -  There   was   one   civic   event   during   this   period:-

Unveiling of Commemorative Paving stones for two World War I Victoria Cross Recipients (James Pollock and James Dawson) in Tillicoultry - 27th September

3.3 Customer Services - Customer satisfaction with the Community Access Points (97.6% satisfied/very satisfied) and Contact Centre (98.9% satisfied/very satisfied) remains consistently positive. Contact Centre satisfaction figure is the highest recorded in any quarter.

The Service worked with staff and Trade Union representatives to manage the transition to a new set of CAP opening hours from 1st October 2015. Staff impacted were offered alternative vacant hours elsewhere across the CAPs network. Some staff took the opportunity to change work patterns and locations of work, which was accommodated by the Service. There has been little or no negative feedback from customers following the changes.

The Service provided a programme of events during the Tillicoultry Community Week including fun sessions on how to use eBooks and learn how to Skype, adult author event and interactive children's craft sessions.

3.4 Leisure Services - A number of management actions continue to be progressed to help reduce service expenditure and operating costs, including prices increases approved in the years budget. A leisure review business case has been developed to address more fundamental strategic and structural considerations. Whilst efforts continue, and though the overall outturn position indicates a considerable overall service underspend, at the half-year mark, a significant overspend remains forecast for this cost centre. As a result, it is likely that these matter will be addressed with Council for consideration in December 2015.

3.5 Scottishcertificates.org.uk - Income levels remain well on target. Significant opportunities exist to increase income through the rollout of a resourced marketing plan.

3.6 Efficiency - Strategy and Customer Services continue to review vacancies and ways of working to be as efficient as possible focussing on priority areas of work. In Business Support this has been undertaken using the flexibility of the Model to move staff into priority areas. In Customer Services/Leisure Operations, staff are being used flexibly to provide front line cover in certain places/at certain times without having to bring in relief staff at extra cost.

3.7 Community Planning - The Service has implemented a new structure and governance arrangements for Community Planning which was approved at the Alliance meeting in September. This has included the development of a new Alliance Board which will meet for the first time in December 2015. The Alliance Memorandum of Understanding has been reviewed to reflect the changes.

Work has progressed to position the CPP for transition to the new model for Community Justice. Regular briefings have been prepared for partners on the transition arrangements throughout 2016/17. Work is ongoing on Clackmannanshire's transition plan for community justice which is required to be submitted to Government in January 2016. Clackmannanshire is currently recruiting a Policy Co-ordinator post, using available government transition monies, to support Community Justice Partners in taking forward the change agenda.

3.8     Community Consultation & Engagement - The Service has engaged with a number of communities in Quarter 2 to increase dialogue about service delivery and service redesign affecting local communities. This has involved attending various community meetings including several community council meetings. The Service has worked with local communities to develop and increase capacity particularly with Community Councils and Tenants and Residents Federation, and the Service is engaging with a number of communities who are revising or refreshing their local community plans.

A series of meetings have been held with representatives from Dollar Community Council to explore the potential for greater community involvement in the delivery/development of local community services. The community are keen to deliver early progress on initiatives consistent with the Community Empowerment (Scotland ) Act.

3.9     Making Clackmannanshire Better - The Service continues to provide programme management for Making Clackmannanshire Better. Significant work has been undertaken in Quarter 2 to support services with Business Case development and preparation for the budget consultation. The Service has also supported the development of corporate strategies on Workforce Planning which was considered by Council in October 2015.

We have led on the development of three Business Cases related to Community Hubs, Sports & Leisure Strategy and Third Sector Funding.

Business Support are leading on implementation of the Income Management System within the three Secondary Schools, in contribution to making more services available on line. The contract was awarded to ParentPay who are now working with the Service to implement on-line payments for school meals, uniforms, school trips etc. Implementation of this system is programmed for early January 2016, following a programme of stakeholder engagement. There continues to be significant support from Schools and parents for this new way of working which will significantly reduce cash handling.

3.10    Communications - The new on-line version of View, the Council's publication for residents, was launched during the second quarter of 2015/16. Coinciding with the growing number of residents owning smartphones, tablets and e-Readers, View is now accessible via digital magazine software and is promoted through ClacksWeb and our social media channels. There was a significant focus on internal communications during this quarter with regular updates on MCB and shared services. Significant external communications included the Children's Inspection Report, exam results and the Special Council meeting on refugees. On social media, we supported the national #BeatDoorstepCrime campaign and received significant positive feedback around the unveiling of the Victoria Cross commemorative slabs in Tillicoultry. The team also supported partners in communicating messages around water mains bursts and power cuts. Customer feedback remains largely positive.

3.11    Corporate Leadership and Development - Service training bids were approved by the CMT in Quarter 2. Due to the high level of bids submitted from Services, the only training approved is that which is legislative. All other Service training has been suspended at this stage pending monitoring of

committed budgets. Corporate training (ie health and safety, e-learning modules etc) are being delivered as normal.

Pathway 2 (Team Leaders) of the Leadership and Development Programme continues to be delivered. Sessions in quarter 2 have included Leading High Performing Teams.

Proposals for future delivery of the Leadership and Development programme (Pathway 1 Managers and Pathway 3 Supervisors) will be considered by CMT in Q3.

3.12 Counter Extremism and Serious and Organised Crime - The Service continues to take the lead on both the Prevent (counter extremism) and Deter (serious organised crime) activities for Clackmannanshire Council. Implementing local Prevent strategies is now a statutory responsibility for all Local Authorities. The main thrust of this work is ensuring community cohesion, including through using strategies that prevent extremist activities, in particular potential exploitation or radicalisation of potentially vulnerable individuals. Activities in this quarter have included organisation of awareness training for key groups of employees including teachers and contribution at various multi-agency development meetings on both Prevent and Deter work.

3.13 Emergency Planning - Training was finalised for the Incident Assistance Team in September with regard to a Humanitarian Assistance Centre and other Care for People related activities. In July Council staff responded to a water leak within the Hillfoots area, and In September, a large scale potential power cut was co-ordinated along with Scottish Power representatives to a successful conclusion without disruption to communities.

Multi-agency preparedness for the Winter activity has taken place in conjunction with Scottish Power, Scottish Gas Networks and Forth Valley Health Board. This will continue though multi-agency training within the Local Resilience Partnership. Planning for a Control of Major Accident Hazards (COMAH) exercise has begun with multi-agency partners in regard taking place in March 2016.

3.14 Business Support:- Two Customer Surveys have been undertaken in this period with 100% satisfaction in the service provided. A good response was received to both surveys with 58% response in Services to Communities and 66% in Resources and Governance. This is an increase by 15% on previous years.

## 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 August 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.

| | Annual Budget £'000 | Projected Outturn £'000 | Variance £'000 |
|---|---|---|---|
| Business Support | 2,447,650 | 2,301,267 | (146,383) |
| CEO | 189,240 | 185,584 | (3,656) |
| Comms &Marketing | 283,360 | 288,181 | 4,821 |
| Corporate Training | 328,800 | 272,860 | (55,940) |
| Customer Services & Libraries | 1,432,840 | 1,319,870 | (112,870) |
| Head of Strategy & Customer Services | 93,220 | 91,600 | (1,620) |
| Member Services | 419,320 | 402,648 | (16,672) |
| Performance & Business Change | 1,329,960 | 1,237,350 | (92,610) |
| Leisure Services (Customer Services) | 225,220 | 428,192 | 202,972 |
| **TOTAL** | **6,749,610** | **6,527,554** | **(222,056)** |

4.3. Overall, Strategy and Customer Services is currently predicted to be underspent by £222,000 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, and above-forecast income in relation to Scottish Certificates and Clean Mail. These have already been factored into proposals for future budgetary savings. Leisure Services continues to forecast an overspend of £202,000, outlined in greater detail above at paragraph 3.4.

4.5. Progress with Savings - The Service have implemented all the approved savings for 2015/16 (£225,000), with no outstanding issues.

**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.    <u>Business Support</u> - Two Long Service awards were presented to members of Business Support following 25 years of service.

6.2    Two of the Business Support Apprentices have been successful in gaining positions within the team, one on a permanent, full time basis and the other on a full-time temporary basis.

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

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

## 12.0    Equalities Impact

12.1    Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☐          No ☑   not applicable.

## 13.0    Legality

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

## 14.0    Appendices

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

Appendix 1: Covalent Performance Report and Internal Audit and Fraud Report

Appendix 2:  Financial Performance

## 15.0    Background Papers

15.1    Have you used other documents to compile your report?  (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☑ (please list the documents below)   No ☐
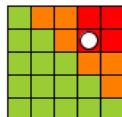**Strategy & Customer Services Business Plan 2014/15**

**Author(s)**

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

**Approved by**

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

**Strategy & Customer Services Business Plan 2015-16**                                                            **APPENDIX 1**

## Quarter 2 Progress Report

**KEY TO SYMBOLS**

| PIs | | ACTIONS | | RISKS | | |
|---|---|---|---|---|---|---|
| **Short Trend**<br>Compares this quarter's performance with last quarter | | **Expected Outcome** | | **Current Rating**<br>Likelihood x Impact<br>(1 - 5) | **Status** | |
| ⬆ | Performance has improved | ✅ | Already complete | | 🔴 | Rating 16 and above |
| ➖ | Performance has remained the same | ✅ | Meet target/complete within target dates | | ⚠️ | Rating 10 to 15 |
| ⬇ | Performance has declined | ⚠️ | Will complete, but outwith target | | ✅ | Rating 9 and below |
| ❓ | No comparison available - May be new indicator or data not yet available | ❌ | Fail to complete or cancelled | 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 | 85% | ✔ | Armed Forces Day took place on 2nd June, 2015. A ceremony took place on Sunday 27th September, for James Pollock and James Dawson to commemorate 100 years since award of the Victoria Cross. This involved the unveiling of two paving stones in Tillicoultry. | Alison Bryce | 2 |
| SCS 15 002 | Provide support for elections in 2015/16 | 31-Mar-2016 | 100% | ✔ | 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 | 40% | ✔ | The service continues to support corporate consultations. In Q2 we have supported the Autism Strategy for Clackmannanshire and Stirling consultation and the Tron Court environmental improvement consultation. | Cherie Jarvie | 2 |
| SCS 15 005 | Deliver an approved business case that defines settlement hubs in Clackmannanshire | 31-Dec-2015 | 80% | ✔ | Business Case has been finalised prior to wider budget consultation. | Stuart Crickmar | 2 |
| SCS 15 008 | Complete transfer of Museum & Archive local collections from Mar Street within approved budget | 30-Sep-2015 | 75% | ✖ | Aim was to create a Local Archives & Local Collections facility in the Lesser Speirs Hall. This project has been put on hold pending wider discussions/ solutions around council records management. | Brian Forbes | 9 |
| SCS 15 013 | Introduce Leisure pricing strategy that ensures future sustainability, including full cost recovery model | 30-Sep-2015 | 75% | ⚠ | Findings from management review of leisure services have been considered. Fundamental structural proposals have been incorporated into the Leisure Review Business Case. A series of management actions are now being taken forward to reduce budget deficit. | Brian Forbes | 9 |

| Covalent Code | ACTION | By When | Progress | Expected Outcome | Latest Note | Lead | Priority Outcome |
|---|---|---|---|---|---|---|---|
| SCS 15 016 | Refresh Single Outcome Agreement | 31-Dec-2015 | 20% | ⚠ | The Clackmannanshire Alliance Executive has considered a strategic assessment and will review partnership priorities in light of this review. It is expected that this will inform a refreshed SOA in due course, but not by the original planned date. | Cherie Jarvie | 9 |
| SCS 15 017 | Implement People Strategy actions in support of MCB programme | 31-Mar-2016 | 70% | ✔ | Delivery of pathways 1 & 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.<br>An Interim Strategic Workforce Strategy has now been approved by Council with amendments, superseding the People Strategy. | Cherie Jarvie | 9 |
| SCS 15 018 | Implement Communications & Marketing Strategy actions in support of the MCB programme | 31-Mar-2016 | 55% | ✔ | The new online version of View, the Council's publication for residents, was launched during the 2nd quarter of 2015/16. Coinciding with the growing number of residents owning smartphones, tablets and e-Readers, View is now accessible via digital magazine software and was promoted via ClacksWeb and our social media channels. There was a focus on internal communications during this quarter with work on MCB and shared services. External communications included the children's inspection report, exam results and the special council meeting on refugees. On social media, we supported the national #BeatDoorstepCrime campaign and received significant positive feedback around the unveiling of the Victoria Cross commemorative slabs. The team also supported partners in communicating messages around burst water mains and power cuts. Customer feedback remains largely positive. | Cherie Jarvie | 9 |

| Covalent Code | ACTION | By When | Progress | Expected Outcome | Latest Note | Lead | Priority Outcome |
|---|---|---|---|---|---|---|---|
| SCS 15 019 | Implement Information, Library & Learning Strategy actions in support of MCB programme | 31-Mar-2016 | 90% | ✔ | Significant progress has been made with the strategy actions over the last 2 years re Speirs Centre, programme of events and activities, introduction of new library management system, eBooks service, computing classes and 1-1 support to jobseekers applying online. A staff training programme has also been completed to increase their digital skill, enabling staff to provide more support to customers. | Brian Forbes | 9 |
| SCS 15 022 | Report annual reviews | 31-Dec-2015 | 70% | ⚠ | See comments below. | Cherie Jarvie | 9 |

| Code | Sub-Action | By When | Progress | Expected Outcome | Latest Note | Lead |
|---|---|---|---|---|---|---|
| SCS 15 022-1 | SOA | 31-Dec-2015 | 100% | ✔ | SOA review is complete. | Cherie Jarvie |
| SCS 15 022-2 | SPI Direction | 30-Sep-2015 | 40% | ⚠ | 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 | 95% | ✔ | 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 | 100% | ✔ | 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 | 90% | ✔ | An assessment was undertaken with committee in June 2015. | Stuart Crickmar |

## MCB2 Increasing Income & Savings

| Code | Description | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Q2 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 | 2.3 days | ⬆ | There has been an improvement in Q2 figures compared to last year. Absence is being closely monitored within the service with a systematic approach in place to ensure return to work and support and guidance is being provided to staff when triggers are met. | 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 | 2.3 days | ⬆ | There is a slight increase 0.4 days from Q2 last year. This was due to long term absence. Absence continues to be managed on a monthly basis with discussion at 1-1's and team meetings. | Alison Bryce | 9 |
| GOV AB1 SCS-2 | Average FTE Days Sickness Absence (Customer Services) | | | 18.1 days | 7.0 days | 2.5 days | ⬆ | There has been an improvement in sickness absence figures. This is partly due to resolution of long term sick leave issues. | Brian Forbes | 9 |
| GOV AB1 SCS-3 | Average FTE Days Sickness Absence (Strategy & Performance) | | | 8.9 days | 7.0 days | 1.8 days | ⬇ | Absence figures have declined 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 | 225.85 | ⬆ | Approved savings have been implemented in Q2, with no outstanding issues. | 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 | 00% | ✔ | Business Case has been finalised prior to wider budget consultation. | Stuart Crickmar | 2 |

## MCB3 Making Efficiencies

| Code | Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | Q2 2015/16 Value | Short Trend | Latest Note | Lead | Priority Outcome |
|------|-------------|------|------|------|------|------|------|-------------|------|------|
| GOV FOI SCS | % FOI enquiries responded to within timescale: Strategy & Customer Services | | 85.7% | 97.1% | 100.0% | 88.9% | ▬ | 9 FOI enquiries were received in Q2. Two were responded to outwith timescale in relation to information on football pitches and nos. of enquiries relating to phone calls, web/live chat, e-mails etc. | Brian Forbes | 9 |
| BUS BUS 002 | Customer satisfaction with overall experience of Business Support | 94.1% | 85.2% | 100.0% | 95.0% | 100.0% | ▬ | Two surveys were undertaken in Q2 within Services to Communities and Resources and Governance. There was a 58.3% response rate within Services to Communities and 66% response rate within Resources and Governance. 100% of responses received indicated satisfaction with the Business Support service. | 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% | ▬ | No Councillor enquiries were recorded in Q2. | Stuart Crickmar | 9 |
| BUS MPQ SCS | % MP/MSP enquiries dealt with by Strategy & Customer Services within timescale | | 53.8% | 55.5% | 100.0% | 100.0% | ⬆ | 2 enquiries received and both dealt within timescale. | Stuart Crickmar | 9 |
| CUS C01 SCS | Number of formal complaints received by Strategy & Customer Services | 9 | 14 | 12 | 9 | 4 | ⬆ | All complaints dealt with within timescale. 1 Upheld, 1 Not Upheld, 1 Partially Upheld. 1 complaint to be carried over. | 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 dealt with by Strategy & Customer Services that were upheld/partially upheld | | 64.3% | 92% | 100% | 67% | ⬆ | Two out of the three closed complaints were partially upheld/upheld. | Brian Forbes | 9 |
| CUS CAP 001 | Satisfaction with overall experience of Community Access Points | 97.8% | 97.6% | 98.5% | 100.0% | 97.6% | ⬇ | Consistent levels of satisfaction continue to be achieved over a prolonged period. | Brian Forbes | 9 |

| Code | Description | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Target | Q2 2015/16 Value | Short Trend | Latest Note | Lead | Priority Outcome |
|---|---|---|---|---|---|---|---|---|---|---|
| CUS CTC 003 | Satisfaction with overall experience of the Contact Centre | 87.0% | 90.4% | 89.8% | 92.0% | 98.9% | ⬆ | Customer satisfaction levels for Q2 for Contact Centre exceed target and 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% | 8.17% | ⬆ | % of borrowers has increased over the summer months, though the overall trend is one of declining usage.  We continually review our stock management polices to ensure our limited book fund is being targeted at appropriate areas. | 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 | 100% | ✅ | Regular team meetings continue to be held across all areas of Strategy & Customer Services. Line managers have ensured all PRDs were completed timeously. Regular 1-1s are carried out with support and guidance provided to staff, where required. Council and service updates are communicated through 1-1's and via the Council's agreed cascade process. HR advisers attend monthly Management Meetings and Team Meetings and where appropriate meet separately with managers on specific issues. | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie | 9 |

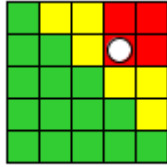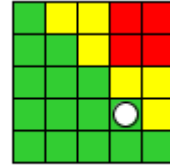| Code | Sub-Action | By When | Progress | Expected Outcome | Latest Note | Lead |
|---|---|---|---|---|---|---|
| SCS 15 011-1 | Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities | 31-Aug-2015 | 100% | ✅ | All PRDs have been completed. Managers 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 | 100% | ✅ | A sample assessment of PRD's (10%) was undertaken with 100% PRD's completed. | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie |

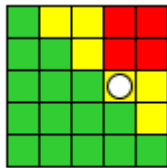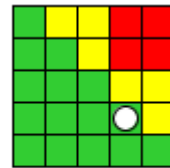| Covalent Code | ACTION | By When | Progress | Expected Outcome | Latest Note | Lead | Priority Outcome |
|---|---|---|---|---|---|---|---|
| SCS 15 015 | Ensure that Strategy & Customer Services operates to very highest standards of Governance | 31-Mar-2016 | 58% | ✔ | See comments within each action. | 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 | 75% | ✔ | Service continues to review information management needs and requirements. Information Management is reviewed regularly, with best practice shared across the service at Service Development meetings. The service is also 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 | 75% | ✔ | Workforce planning is being reviewed at service-wide, team-wide and organisational-wide. Service reviews have been completed in each area of S&CS. These reviews considered statutory and priority services going forward, challenged what could be stopped/reduced and developed links with wider strategies (such as Community Hubs and Sport & Leisure Strategies). Updated workforce planning approaches are being used to employ staff more flexibly across the service providing opportunities for wider learning and helping reduce costs. | 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 | 75% | ✔ | Staff engagement continues in the form of regular 1-1's and team meetings as well as service development meetings with Managers and team leaders to focus on specific priorities. Monthly meetings are also held with the Trade Unions to ensure regular engagement with regard to change within the Service. | Alison Bryce; Brian Forbes; Cherie Jarvie |

| Code | Sub-Action | By When | Progress | Expected Outcome | Latest Note | Lead |
|------|-----------|---------|----------|------------------|-------------|------|
| SCS 15 015-4 | Review business continuity arrangements | 31-Mar-2016 | 50% | ✔ | Business Continuity continues to be assessed on a regular basis at Service Development meetings, 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 |
| SCS 15 015-6 | Review and improve service approaches to project management | 31-Mar-2016 | 40% | ✔ | 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 | 70% | ✔ | 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, once approved by Resource and Governance, is implemented in the last quarter of 2015, providing a more resource efficient process than the previous separate CIM and AGS models. | Cherie Jarvie | 9 |

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# Service Risk Register 2015-16

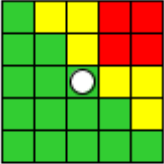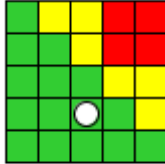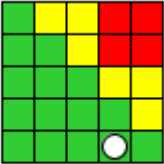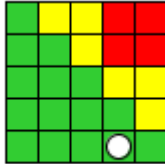| ID & Title | SCS 15 006 | Loss of key skills, knowledge or capacity | Approach | Treat | Status | 🛑 | Managed By | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie | Current Rating | 16 | Target Rating | 8 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Description** | Loss of key skills, knowledge or capacity due to contraction of service and staff base | | | | | | | | | | | |
| **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 | | | | | | | | |
| **Latest Note** | 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. | | | | | | | | | | | |

| ID & Title | SCS 15 001 | Corporate Governance non-adherence | Approach | Treat | Status | 🔺 | Managed By | Alison Bryce; Brian Forbes; Cherie Jarvie | Current Rating | 12 | Target Rating | 8 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Description** | Corporate governance requirements not adhered to | | | | | | | | | | | |
| **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 | | | | | | | | |
| **Latest Note** | All managers and team leaders have attended training on specific areas of governance through the Corporate Leadership Programme. In addition the Service have monthly Service Development and Risks meeting attended by managers and team leaders where key governance risk areas such as health and safety and Risk Assessments are discussed. At present substantial overspend is forecast in Leisure Services. Remedial actions are being taken to ensure compliance with Financial Regulations. | | | | | | | | | | | |

| ID & Title | SCS 15 007 | Failure to ensure effective partnership working | Approach | Treat | Status | ⚠ | Managed By | Cherie Jarvie | Current Rating | 12 | Target Rating | 6 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

| Description | Failure to ensure effective partnership working to support Community Planning |
|---|---|
| Potential Effect | SOA objectives not met<br>Breakdown in trust and reputational damage<br>Loss of confidence<br>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 |

| Latest Note | 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. |
|---|---|


| ID & Title | SCS 15 002 | Community engagement/communications failures | Approach | Treat | Status | ✔ | Managed By | Cherie Jarvie | Current Rating | 9 | Target Rating | 6 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

| Description | Community engagement/communications failures |
|---|---|
| Potential Effect | Breakdown in trust<br>Lack of buy-in<br>Decisions not aligned with community aspiration<br>Reputational damage<br>Loss of confidence |

| Related Actions | SCS 15 005 | Deliver an approved business case that defines settlement hubs in Clackmannanshire | Internal Controls | Community Engagement Process |
|---|---|---|---|---|
| | SCS 15 015-3 | Review staff and stakeholder engagement processes and systems, in light of rapid change | | Single Outcome Agreement |

| Latest Note | 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. |
|---|---|

| ID & Title | SCS 15 003    Failures of communication with staff | Approach | Treat | Status | ✅ | Managed By | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie | Current Rating | 9 | Target Rating | 6 |
|---|---|---|---|---|---|---|---|---|---|---|---|

| Description | Failures of communication with staff |
|---|---|
| Potential Effect | Loss of morale<br>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 |
| Latest Note | 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. |

| ID & Title | SCS 15 004    Failure to meet required budget savings | Approach | | Status | ✅ | Managed By | Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie | Current Rating | 4 | Target Rating | 4 |
|---|---|---|---|---|---|---|---|---|---|---|---|

| Description | Failure to meet required budget savings |
|---|---|
| Potential Effect | Financial loss; Reputational damage |
| Related Actions | |
| Internal Controls | Budget Challenge & Financial Monitoring |
| Latest Note | 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. |

## Internal Audit & Fraud - current actions for the service

**Business Continuity Planning and Disaster Recovery**

| Covalent Ref. | Action | Original Due Date | Progress | Expected Outcome | Latest Note | Lead |
|---|---|---|---|---|---|---|
| IAF BCP 003 | <u>Finding</u>: There are a number of service areas where there is a lack of documented plans in place. There are also a number of instances where plans are in place but are demonstrably out of date.<br><br><u>Action</u>: Collation and risk-based review of all service plans following move to Kilncraigs after new surroundings have been appraised. | 31-Aug-2015 | 80% | ⚠️ | In terms of Service DRPs as at October 2015 a good one from the registrars, Communications and Service Centre is now in place. The one for housing is well on the way and Adult Care is excellent. Along with Adult Care BC is to be expanded out to our outsourced care providers before the full onset of winter. | David Johnstone |
| IAF BCP 003d | Collation and risk-based review of all service plans following move to Kilncraigs after new surroundings have been appraised. | 31-Aug-2015 | 80% | ✔️ | Progress on Service Disaster Recovery Plans will be reported to the CMT in November | David Johnstone |

**Information Governance**

| Covalent Ref. | Action | Original Due Date | Progress | Expected Outcome | Latest Note | Lead |
|---|---|---|---|---|---|---|
| IAF IGA 006 | <u>Audit Finding</u>: Officers involved in the administration and management of documentation and records have only received limited training.<br><br><u>Action</u>: This will be considered in phase 2 of the Records Management Project. Phase 2 is yet to be scoped. | 31-Mar-2016 | 80% | ✔️ | A working group has been established led by Head of R&G. Project is on tract to submit a Records management Plan. A MCB tranche 1 business case has been prepared to address the longer term issues of implementation that will arise from the completed RMP. | Andrew Aitken |

**Risk Management Arrangements**

| Covalent Ref. | Action | Original Due Date | Progress | Expected Outcome | Latest Note | Lead |
|---|---|---|---|---|---|---|
| IAF RMA 001 | Action: A defined timescale for the review of the Risk Management Policy should be clearly documented and monitored. The Policy will set out the Corporate and Operational framework for Risk Management, clearly setting out the revised processes, roles and responsibilities. | 31-Jul-2015 | 100% | ✓ | The risk strategy has been reviewed in conjunction with various internal and external contacts (including Internal Audit & Fraud) and will be presented to CMT on 11-Nov-15 for approval. | Cherie Jarvie |
| IAF RMA 003 | Action: Guidance should be updated to provide officers with a clear framework, including the assessment criteria to allow risks to be escalated or demoted in an evidenced based way. | 31-Jul-2015 | 100% | ✓ | Briefing sessions have been held with senior managers. Training has been provided on managing and reporting risks and a process is in place to escalate/demote service and corporate risks (paper to CMT). Detailed guidance has been revised as part of the strategy review | Cherie Jarvie |

# APPENDIX 2

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

Staffing underspends in Business Support due to posts not being given approval to be replaced, some vacant post as being highlighted as possible savings for 16/17. 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 2.0FTE 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.

|  | Budget 15-16 £'000 | Outturn 15-16 £'000 | Variance 15-16 £'000 |
|---|---|---|---|
| **STRATEGY & CUSTOMER SERVICES** | 6,750 | 6,528 | (222) |
| **Business Support** |  |  |  |
| Staff turnover, and not filingl posts in Education |  |  | (106) |
| 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. Staffing costs continue to be underspend due to high turnover of staff and the restrictions on recruiting to vacant posts with some vacant posts being highlighted as possible savings for 16/17. Small savings on supplies and services. | 2,448 | 2,301 | (146) |
| **CEO** |  |  |  |
| 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. | 189 | 186 | (3) |
| **Comms & Marketing** |  |  |  |
| Unachievable income target for adverts placed in the corporate Newspaper |  |  | 2 |
| Subscriptions - Social Media Dashboard not budgeted for |  |  | 1 |
| Supplies and Services |  |  | 2 |
| Overspends due to advert space not being sold in publications issued. Subscriptions to Social Media Dashboard, PRCA and Newspaper Licensing agency. | 283 | 288 | 5 |
| **Community Chest** |  |  |  |
| This scheme ended on 31st March 2015 | 0 | 0 | 0 |

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Staffing underspends in Business Support due to posts not being given approval to be replaced, some vacant post as being highlighted as possible savings for 16/17.  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 2.0FTE 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.

| | Budget 15-16 £'000 | Outturn 15-16 £'000 | Variance 15-16 £'000 |
|---|---|---|---|
| **STRATEGY & CUSTOMER SERVICES** | 6,750 | 6,528 | (222) |
| **Corporate Training** | | | |
| Budgets allocated as per Bids submitted.  Only funding mandatory/legislative requirements for post, plus and training agreements already approved. | 329 | 273 | (56) |
| **Customer Services & Libraries** | | | |
| Staffing underspends due to closure of receptions at Lime Tree House, Greenfield and Sauchie Hospital.  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 | | | (43) |
| 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) | | | 11 |
| 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 2.0fte 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. | 1,433 | 1,320 | (113) |
| **Head of Strategy** | | | |
| Supplies and services underspends, as per previous years | 93 | 91 | (2) |
| **Members Services** | | | |
| Reduction in payments to elected members, plus budget built up for 1.5% inflation, only 1% given and 1 less senior member. | 419 | 402 | (17) |

## Strategy & Customer Services Budget v Outturn
## AUGUST OUTTURN

Staffing underspends in Business Support due to posts not being given approval to be replaced, some vacant post as being highlighted as possible savings for 16/17. 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 2.0FTE 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.

|  | Budget 15-16 £'000 | Outturn 15-16 £'000 | Variance 15-16 £'000 |
|---|---|---|---|
| **STRATEGY & CUSTOMER SERVICES** | 6,750 | 6,528 | (222) |
| **Performance Business & Strategy** | | | |
| 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 | | | (78) |
| Holiday Buy Back Scheme for 1 employee | | | (1) |
| Supplies and services and payment to other agencies (budget is often used for budget consultation or Options Appraisals. | | | (14) |
| 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. | 1,330 | 1,237 | (93) |
| **Leisure (Customer Services)** | | | |
| Despite price increases implemented in 2015, actual income, internal and external customers, does not match budget; figures in 12/13 and 13/14 show reduction in numbers and continued low utilisation | | | 95 |
| Staffing overspend (long-term legacy letting agreements are not covering costs, particularly for Alloa Town Hall,Firpark Ski & Academies recovery plan 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. 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 being considerd. Review has consideredt opening hours, staffing contracted hours and fees being charged for each let. | 225 | 428 | 203 |
| **STRATEGY & CUSTOMER SERVICES TOTAL** | 6,750 | 6,528 | (222) |