
Report to Resources & Audit Committee

Date of Meeting: 25th February 2016

Subject: Strategy and Customer Services Performance Report, 3rd 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 3rd 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 3rd Quarter is outlined below.

- 3.2 Civic Events - There were no civic events in this period, although the Council was represented at the Remembrance Service on 8th November which is organised by the Royal British Legion Scotland.

- 3.3 Customer Services - Customer satisfaction with the Community Access Points (100% satisfied/very satisfied) and Contact Centre (97.7% satisfied/very satisfied) remains consistently positive.

Customer Service delivered a programme of community events and activities during Quarter 3 including Bookbug sessions, reading groups, as well as providing library support to a new reading group established in The Gate. A series of Christmas events took place at the Speirs Centre organised in partnership with the Town Centre BID's team.

- 3.4 Leisure Services - A number of management actions continue to be progressed to help reduce service expenditure and operating costs. A leisure review business case was developed in Quarter 3 to address more fundamental strategic and structural issues for 2016 and beyond. Progress continues to be made in reducing the historical leisure deficit. A new leisure pricing structure has been developed as part of budget preparations to help ensure full cost recovery.
- 3.5 Scottishcertificates.org.uk - Income levels dropped back a bit during Quarter 3, reflecting seasonal demands for certificates related to the holiday period. Income is expected however to rise again in January 2016.
- 3.6 Efficiency - Strategy and Customer Services continue to review ways of working to be as efficient as possible focussing on priority areas of work. This is progressing within the context of identified savings for 2016/17. Business Support continue to use the flexibility of the Model to move staff into priority areas, thereby reducing the need to replace vacancies. Front line leisure staff are being utilised as flexibly as possible to help reduce expenditure on relief staff.
- 3.7 Community Planning - Both the new Alliance Executive and Alliance Board met for the first time, under the new structure, in Quarter 3. A strategic assessment was undertaken to inform the direction of Community Planning work for 2016/17 with a number of focussed priorities identified and a number of next steps for development of partnership working scheduled. Work to support both the Community Empowerment Bill and Community Justice transition was progressed in the quarter in line with national expectation.
- 3.8 Community Consultation & Engagement - The Service continues to engage with communities as part of Making Clackmannanshire Better - this has included specific engagement on the budget consultation and the impact of proposed changes. We continue to provide support for Community Councils and communities through capacity building activities and small grants and support for the purposes of community engagement activities and development of local plans. We also continue to exercise our monitoring role in respect of a number of Service Level Agreements held with local voluntary organisations.
- 3.9 Making Clackmannanshire Better - The Service continues to provide programme management support for Making Clackmannanshire Better. Business Support led on implementation of the Income Management System within the three Secondary Schools, which went live on 7 January, 2016. Parent/carer engagement was very positive for this new way of working which will significantly reduce cash handling.

We supported the Council's budget consultation for 2016/17. This work included on-line publication and communication of consultation materials, significant engagement via face to face events, social media communications and development of the budget simulator engagement tool.

- 3.10 Communications - specific work in the quarter included the annual Clackmannanshire Awards and Sports Council Awards; the design, print and publicity support for the Health and Social Care Integration Strategic Plan; events in support of national book week and "16 Days of Action" domestic abuse campaign. Grapevine and View were both published in the quarter. Significant communications support was provided in sharing information updates on Shared Services, the new direction for the Education Service and 2016/17 budget consultation.
- 3.11 Corporate Leadership and Development - Legislative training at a Service and corporate level continues to be delivered in line with bids approved by CMT in Quarter 2. Pathway 2 Leadership programme continues to run its course in line with the agreed programme. During the Quarter a SOLACE course on Managing in an Entrepreneurial Council was attended by a small number of managers from both Clackmannanshire Council. The Service, alongside Resources & Governance Services has developed a Workforce Planning Strategy and Workforce Planning toolkit for use by services. The toolkit has been piloted with one service area already with positive feedback.
- 3.12 Counter Extremism and Serious and Organised Crime - 'Train the trainer' training was undertaken by three members of staff on WRAP (workshop on raising awareness of Prevent duties). This will support our requirement to roll training out to a wide number of frontline staff across the Council. Training on WRAP was also provided to members of staff with support from Police Scotland during the quarter.
- 3.13 Emergency Planning - Planning is underway with a multi-agency team in relation to a major COMAH exercise in March 2016 based on the large site at Diageo, Cambus. Liaison at the end of December with Scottish Government in relation to Storm Frank which involved vast amounts of information exchange. Although Clackmannanshire saw minimal impact, a number of minor roads were flooded and concerns for properties near to the River Devon required to be monitored. Mutual aid was also offered to Stirling Council who suffered flooding events in Aberfoyle and Callendar.
- 3.14 Business Support:- One Customer Survey has been distributed within this period with the results expected at the end of January 2016. Two further surveys are programmed for Q4 and will be reported to the next meeting.

4.0 Financial Performance

- 4.1. This element of the 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 October 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	Projected Outturn	Variance
	£'000	£'000	£'000
Business Support	2,449,650	2,242,979	(206,671)
Comms & Marketing	283,360	282,708	(652)
Corporate Training	328,800	275,775	(53,025)
Customer Services & Libraries	1,432,840	1,357,493	(75,347)
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	1,242,940	(87,020)
Leisure Services (Customer Services)	225,220	374,638	149,418
TOTAL	6,562,370	6,270,782	(290,578)

- 4.3. Overall, Strategy and Customer Services is currently predicted to be underspent by £290,578 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 £149,418 outlined in greater detail above at paragraph 3.4. This position has improved from an approximate over spend of £200,000 reported at the last Committee. Council approved a virement to this cost centre from within the Service budget in December 2015. This adjustment will be contained within the next report.
- 4.5. Progress with Savings - The Service has implemented the majority of savings for 2015/16 (£220,000 compared with target of £225,850). One modest saving was not achieved.

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 - One Long Service award was presented to a member of Business Support following 25 years of service.

ILM Level 2 Certificate in Team Leading was Awarded to a Business Support Officer.

Business Support Modern Apprentices - One apprentice has secured a temporary, part-time position within the Council, whilst completing her VQ on a part-time basis. Another Apprentice has completed their Level 2 VQ and has been successful in securing a second year placement to complete Level 3.

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 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)

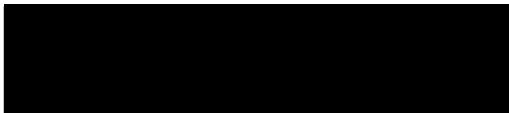

Yes (please list the documents below) No

Strategy & Customer Services Business Plan 2015/16

Author(s)



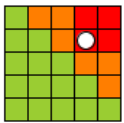










NAME	DESIGNATION	TEL NO / EXTENSION
Alison Bryce	Business Support Manager	2435

Approved by







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


Quarter 3 Progress Report



KEY TO SYMBOLS

PIs		ACTIONS		RISKS	
Short Trend Compares this quarter's performance with last quarter		Expected Outcome		Current Rating Likelihood x Impact (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		Overdue	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.	
			Fail to complete or cancelled		

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	<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px; width: 90%;"></div></div> 90%		There were no civic events in Q3. However the Council were represented at the Remembrance Service on 8th November which is organised by RBLs.	Alison Bryce	
SCS 15 003	Support consultations on major priorities: . MCB/budget process . significant corporate strategies	31-Mar-2016	<div style="width: 70%;"><div style="background-color: #4f81bd; height: 10px; width: 70%;"></div></div> 70%		The Service continues to support corporate consultations. This quarter we have supported the corporate budget consultation for 16/17 and have commenced work to support the formal 21st Learning Consultation for Tullibody.	Cherie Jarvie	
SCS 15 005	Deliver an approved business case that defines settlement hubs in Clackmannanshire	31-Dec-2015	<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px; width: 90%;"></div></div> 90%		Business Case was finalised in Q2 and is awaiting a final decision through the Budget process.	Stuart Crickmar	
SCS 15 008	Complete transfer of Museum & Archive local collections from Mar Street within approved budget	30-Sep-2015	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 80%;"></div></div> 80%		Aim is to create a Local Archives & Local Collections facility in the Lesser Speirs Hall. Work is required to improve the condition of the floor, prior to installing the archive shelving. Project Implementation dates are awaited from colleagues in assets/FM.	Brian Forbes	
SCS 15 013	Introduce Leisure pricing strategy that ensures future sustainability, including full cost recovery model	30-Sep-2015	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 95%;"></div></div> 95%		A series of management actions are being taken forward to reduce the leisure deficit. A new leisure pricing structure will be included in the forthcoming budget, based on a new set of charges and full cost recovery.	Brian Forbes	
SCS 15 016	Refresh Single Outcome Agreement	31-Dec-2015	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px; width: 20%;"></div></div> 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	

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 017	Implement People Strategy actions in support of MCB programme	31-Mar-2016	90%		<p>Delivery of pathway 1 of the Leadership Development Programme has now completed; Delivery of pathway 2 is in final stages with completion due at the end of quarter 4. Proposals for pathway 3 - an aspiring managers programme - are currently being considered as part of the corporate training programme for 2016/17.</p> <p>An Interim Strategic Workforce Strategy has now been approved by Council with amendments, superseding the People Strategy. A workforce planning toolkit has been developed to support services in their workforce planning approaches. Early work has also commenced to review the Councils Corporate induction and PRD process.</p>	Cherie Jarvie	

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="border: 1px solid black; width: 50px; height: 15px; background-color: #d9e1f2; display: flex; align-items: center; justify-content: center;">70%</div>		The team continued to implement the actions related to the Communications and Marketing Strategy in Quarter 3. A significant review of ClacksWeb was completed in this quarter. This work has improved site functionality, structure and content which has delivered a more streamlined, accessible and usable website. The review included the publication of the new online press office function. The team's work programme in Quarter 3 also included the significant tasks associated with the launch of the annual budget consultation including the new online budget simulator. A review of the out of hours service provided by the team was undertaken to ensure it is fit for purpose. On external communications, the team did the design, publication and distribution of the Health and Social Care Integration draft Strategic Plan and associated consultation and publicity. A review of the Council's social networking policy has also been conducted. The team was involved in publicising the new direction for the education service and the launch of Parent Pay during this quarter. Editions of the Grapevine and View publications were delivered during this quarter and a new printers framework agreement was awarded. Customer feedback remains largely positive.	Cherie Jarvie	
SCS 15 019	Implement Information, Library & Learning Strategy actions in support of MCB programme	31-Mar-2016	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #d9e1f2; display: flex; align-items: center; justify-content: center;">100%</div>		Significant progress has been made with the strategy actions over the last 2 years re Speirs Centre, programme of events and activities, improved technologies, eBooks service and 1-1s 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	

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 022	Report annual reviews	31-Dec-2015	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		See comments below.	Cherie Jarvie	

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 15 022-1	SOA	31-Dec-2015	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		SOA review is complete.	Cherie Jarvie
SCS 15 022-2	SPI Direction	30-Sep-2015	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		SPI direction will be reported to R&A February 2016 committee.	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: 100%;"><div style="width: 100%;"></div></div> 100%		See comments below.	Stuart Crickmar	










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="width: 100%;"></div></div> 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	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		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	Q3 2015/16		Q3 2015/16	Lead	Priority Outcome
		Value	Value	Value	Target	Value	Short Trend	Note		
GOV AB1 SCS	Average FTE Days Sickness Absence (Strategy & Customer Services)		9.1	11.3	7	2.52	↓	There has been an improvement in Q3 figures compared to last year. Absence continues to be monitored within the Service in line with Council policies.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	9
GOV AB1 SCS-1	Average FTE Days Sickness Absence (Business Support)			8.83	7	3.17	↓	There was a slight increase in the absence figures in Q3 compared with last year. This has been attributable to four long term absences. Absence is closely monitored within the Service.	Alison Bryce	9
GOV AB1 SCS-2	Average FTE Days Sickness Absence (Customer Services)			18.13	7	2.01	↑	There has been a significant improvement in Q3 compared to last year. Absence is monitored closely at Service level.	Brian Forbes	9
GOV AB1 SCS-3	Average FTE Days Sickness Absence (Strategy & Performance)			8.93	7	0.85	↑	There has been an overall improvement for Q3 when compared with Q3 in the previous year. There has also been an improvement from quarter 2. Absence continues to be closely monitored in the service.	Cherie Jarvie	9
SCS SCS BUD	Budget savings (£000)	N/A	272.83	310.00	225.85	220.85	▬	The majority of savings 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="width: 90%; background-color: #d9e1f2; border: 1px solid #000080; text-align: center;">90%</div>	✓	Business Case was finalised in Q2 and is awaiting a final decision through the Budget process.	Stuart Crickmar	


MCB3 Making Efficiencies

Code	Description	2012/13	2013/14	2014/15	2015/16	Q3 2015/16		Q3 2015/16	Lead	Priority Outcome
		Value	Value	Value	Target	Value	Short Trend	Note		
GOV FOI SCS	% FOI enquiries responded to within timescale - Strategy & Customer Services		85.7%	97.1%	100.0%	87.5%		One FOI was outwith timescale, this was partly due to the enquiry being reallocated to the Service late in the process.	Brian Forbes	9
BUS BUS 002	Customer satisfaction with overall experience of Business Support	94.1%	85.2%	100.0%	95.0%	100.0%		No surveys have been undertaken in Q3. Three surveys programmed for Q4.	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%		Three Councillor enquiries were received in Q3 and all were responded to within timescale.	Stuart Crickmar	9
BUS MPQ SCS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale		53.8%	55.5%	100.0%	DIV/0		No MP/MSP enquiries received in Q3.	Alison Bryce; Stuart Crickmar	9
CUS C01 SCS	Number of formal complaints received by Strategy & Customer Services	9	14	12	9	1		1 received in Q3 plus 1 carried forward from Q2.	Brian Forbes; Kerry Mitchell	9
CUS C03 SCS	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld		64.3%	92%	50%	100%		2 closed off in Q3 (1 new one from Q3 and 1 carried forward from Q2). Both were Upheld/Partially Upheld.	Brian Forbes; Kerry Mitchell	9
CUS CAP 001	Satisfaction with overall experience of Community Access Points	97.8%	97.6%	98.5%	100.0%	100.0%		Positive satisfaction with CAPs remains consistent.	Brian Forbes	9
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 Q3 for Contact Centre remain favourable.	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%	7.83%		The number of active borrowers has remained fairly static throughout the year (circa 8% of population).	Brian Forbes	9


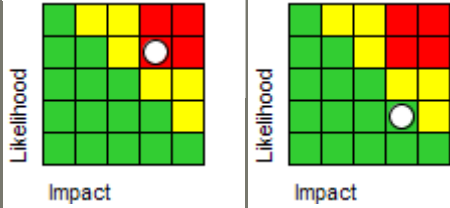

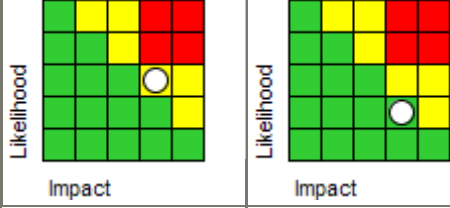
Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead	Priority Outcome
SCS 15 015	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2016	<div style="width: 85%;"><div style="background-color: #4f81bd; height: 10px; width: 85%;"></div></div> 85%		See comments within each action.	Alison Bryce; Brian Forbes; Cherie Jarvie	

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	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 95%;"></div></div> 95%		Service reviews information management needs and requirements on an ongoing basis. Information Management is discussed and reviewed regularly and best practice shared at Service Development meetings. The service also contributed 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	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 95%;"></div></div> 95%		Workforce planning is now being addressed by the S&CS Management Team as part of service reconfiguration, service modelling exercises and the development of MCB Business Cases - all feeding into the Budget exercise. Regular consultation is taking place with Unison and the JTUC.	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	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 95%;"></div></div> 95%		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. Monthly meetings are also held with the Trade Unions to ensure regular engagement with regard to change within the Service. Budget consultation exercises have been held with staff, community groups and the wider community.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 15 015-4	Review business continuity arrangements	31-Mar-2016	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 95%;"></div></div> 95%		Business Continuity plans are being submitted to the Council's Emergency Planning Officer for collation and to assess and agree mitigation actions. Business continuity is also regularly reviewed at Service Development meetings.	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="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Training on project management has been provided to support capacity building of staff who are working on projects and all team leaders and service managers have received training on project management.	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="width: 85%;"><div style="background-color: #4f81bd; height: 10px; width: 85%;"></div></div> 85%		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 in January 2016, is adopted in the last quarter of 2015 for Governance certification purposes, and expanded upon in 2017 to provide an comprehensive EFQM assessment.	Cherie Jarvie	

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. Regular engagement is undertaken with the Trade Unions in respect of 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. Remedial actions are being taken forward to address leisure deficit, including a service virement in December 2015 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 Breakdown in trust and reputational damage Loss of confidence Lack of joined up services and budget savings not met										
Related Actions	SCS 15 007 Deliver an approved business case that defines joint resourcing and service redesign by Clackmannanshire Alliance	Internal Controls	Community Engagement Process Single Outcome Agreement								
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 Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence										
Related Actions	SCS 15 005 Deliver an approved business case that defines settlement hubs in Clackmannanshire	Internal Controls	Community Engagement Process 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 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. The focus of Service communication over the last quarter has been on the change programme and 16/17 budget.										
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 submitted business cases on 3 key areas for budget savings over the next years through the Making Clackmannanshire Better Programme. These will be discussed through the Budget process.										

Internal Audit and Fraud Progress Report: Strategy & Customer Services

Business Continuity Planning

AUDIT FINDING	IAF BCP 03	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.	Priority	2	Sign-off	No	
Agreed Action		By When	Status	Progress	Latest Note		Lead
SCS BCP 03	Collation and risk-based review of all service plans following move to Kilncraigs after new surroundings have been appraised.	31-Aug-2015		<div style="width: 80%;"><div style="width: 80%; background-color: #4f81bd; color: white; text-align: center;">80%</div></div>	Some plans have been received, but by no means all.		David Johnstone

Information Governance

AUDIT FINDING	IAF IGA 06	Officers involved in the administration and management of documentation and records have only received limited training.	Priority	2	Sign-off	No	
Agreed Action		By When	Status	Progress	Latest Note		Lead
SCS IGA 06	This will be considered in phase 2 of the Records Management Project. Phase 2 is yet to be scoped.	31-Mar-2016		<div style="width: 90%;"><div style="width: 90%; background-color: #4f81bd; color: white; text-align: center;">90%</div></div>	A records Management plan has been completed for submission to the Keeper of Records in January 2016. The plan includes provision for training as part of the wider ongoing Information Management Project and will be implemented in the later stages of that project.		Andrew Aitken

Appendix 2

Strategy & Customer Services Budget v Outturn

OCTOBER 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	6,562	6,271	(291)
Business Support			
Staff turnaround, and no authority given to fill 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 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 with some vacant posts being highlighted as possible savings for 16/17. Small savings on supplies and services.			
	2,448	2,241	(207)
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.	<u>283</u>	<u>283</u>	<u>(1)</u>
Community Chest This scheme ended on 31st March 2015	<u>0</u>	<u>0</u>	<u>0</u>
Corporate Training Budgets allocated as per Bids submitted. Only funding mandatory/legislative requirements for post, plus and training agreements already in place.	<u>329</u>	<u>276</u>	<u>(53)</u>
Customer Services & Libraries 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			(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.	<u>1,433</u>	<u>1,357</u>	<u>(75)</u>
Head of Strategy Supplies and services underspends, as per previous years	<u>93</u>	<u>92</u>	<u>(2)</u>
Members Services 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>(17)</u>
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 Holiday Buy Back Scheme for 1 employee			(78)
			(1)
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)			(14)
Underspend 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>1,330</u>	<u>1,243</u>	<u>(87)</u>
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 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. 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>375</u>	<u>149</u>
STRATEGY & CUSTOMER SERVICES TOTAL	<u><u>6,562</u></u>	<u><u>6,271</u></u>	<u><u>(291)</u></u>

