
Report to: Scrutiny Committee

Date of Meeting: 18th August 2016

**Subject: Strategy and Customer Services Annual Performance Report
2015/16**

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. This report updates committee on the annual performance and finance position for Strategy & Customer Services for the 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 for the year is outlined below.

- 3.2 Civic Events - There were a number civic events last year including:-

Clackmannanshire Awards which include the Citizen and Young Citizen of the Year Awards, Armed Forces Day, Fly a Flag for the Commonwealth Day,

Holocaust Memorial Day and unveiling of Commemorative Paving stones for two World War I Victoria Cross Recipients in Tillicoultry.

- 3.3 Customer Services - Quarterly customer satisfaction surveys were carried out for Community Access Points and the Contact Centre. Satisfaction levels remain consistent at 98.7% and 97.6% respectively. 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. There was little or no negative feedback from customers following the changes.
- 3.4 Leisure Services - Significant in-year progress has been made in reducing the leisure deficit. A number of actions are being implemented to encourage greater use of core leisure facilities and increase uptake of the three community campus facilities.
- 3.5 Scottishcertificates.org.uk - Scottish Certificates income increased by 80% on the previous year.
- 3.6 Registration Service - Customer surveys are carried out following all ceremonies undertaken by Registration staff. Satisfaction levels remain very high (100% satisfied/very satisfied).
- 3.7 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 continues 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.
- 3.8 Community Planning - The Service has implemented a new structure and governance arrangements for Community Planning which was approved at the Alliance meeting in September 2015. This has included the development of a new Alliance Board which met for the first time in December 2015 and revision of the Memorandum of Understanding to reflect the changes. 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.

The Service has led on local transition to the new model for Community Justice. Regular briefings have been prepared for partners on the transition arrangements throughout 2016/17 and the Transition Plan for Clackmannanshire was submitted in December 2015. A Policy Co-ordinator post for Community Justice Transition has been recruited to support implementation of transition arrangements in Clackmannanshire.

The Service has briefed Council colleagues and partners on the new Community Empowerment Act and most recently has drafted responses on the guidance and regulations published by the Scottish Government following enactment of the Bill in summer 2015.

- 3.9 Community Consultation & Engagement - The Service continued to engage with local communities to increase dialogue about service delivery and service redesign. This has involved attending various community meetings including

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 has engaged with a number of communities who have revised or refreshed their local community plans. Specific engagement has also taken place as part of Making Clackmannanshire Better - specifically consultation on proposed campus developments in Tullibody and 2016/17 budget consultation.

We also continue to exercise our monitoring role in respect of a number of Service Level Agreements held with local 3rd sector organisations, most of which were delivered successfully. An overpayment of £5000 to The Gate, which provides crisis support in the form of food and basic toiletries for homeless people and families struggling with poverty, has come to light since the end of the financial year. This was a result of duplicate invoices for their SLA, both of which were processed in error. The new TechOne finance system should prevent any future recurrence, and we are currently in discussions with The Gate to secure recovery of the monies without undermining its organisational viability.

The Service had a key role in supporting a number of significant consultations. Two of these related to the proposed campus development in Tullibody and the Councils 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.

- 3.11 Communications - Key achievements in 2015/16 have included the development of a new online version of View which is accessible via digital magazine software; development of an online press function; development of the Council's social media profile with the milestones of 5000 Facebook friends and 6000 twitter followers achieved in the year; a full refresh and rebranding of Clackweb content and navigation; various high profile media and communications campaigns including Health and Social Care Integration Strategic Plan, Shared Services, 16/17 Budget Consultation, civic events, Parliamentary Elections and refugees.
- 3.12 Corporate Leadership and Development - Service and Corporate training was delivered throughout 2015/16 in line with proposals agreed by CMT in 2015. Pathway 2 Leadership programme has continued to run its course throughout 2015/16 in line with the agreed programme. The Service alongside Resources & Governance Services developed a Workforce Planning Strategy and Workforce Planning toolkit for use by services.
- 3.13 Counter Extremism and Serious and Organised Crime - The Service has responsibility for ensuring that the Council is meeting its statutory obligations in relation to Counter extremism and Serious and Organised Crime (SOC). A number of key achievements in 2015/16 have included; staff trained to deliver WRAP counter-extremism training, 150 staff trained in WRAP and senior staff briefed and trained in both WRAP and Serious Organised Crime (Exercise Estrella, Insider Threat); Grapevine and View articles on counter-extremism and Serious and Organised Crime; SOC checklist completed and role/membership of corporate Risk & Integrity Forum revised, corporate roll-out of Stay Safe video; review of major building security and evacuation procedures to reduce risk should a major terrorist incident occur; and review

of mail handling, hall lettings, procurement and recruitment policies and processes undertaken..

- 3.14 Making Clackmannanshire Better - The Service continues to provide programme management support for Making Clackmannanshire Better as well as implementing a number of service projects. The Income Management System (ParentPay) introduced within the three Secondary Schools continues to be promoted, most recently through the P7 induction process. Parent/carer engagement has been very positive for this new way of working. The income for the initial period January to March was:-

Lornshell	Academy	-	£48,285
Alloa	Academy	-	£9,510
Alva	Academy	-	£116,384

This includes income for school meals and school trips. All business case agreed by Council were delivered by the due dates.

- 3.15 Third Sector – an Internal Audit review found that The Gate had inadvertently invoiced the Council for £5000 twice during 2015/16 for foodbank services. The terms of a reasonable repayment plan is being discussed with The Gate to ensure full recovery. Changes to systems as a result of implementation of the TechOne should eradicate this type of occurrence in future. Three organisations appealed the Council decision to reduce their funding by 7.1%, these were: The Gate, Citizens Advice Bureau and Women’s Aid. None of the appeals were upheld on the basis of insufficient additional evidence.

- 3.16 Emergency Planning - Extensive training has been planned and delivered this year, culminating in a large scale exercise with over 70 attendees from 25 organisations. Other training has included Rest Centre Management, Vulnerable Persons Team, WRAP (Workshop Raising Awareness of Prevent) which is part of the Government's counter-terrorism strategy. Training with other partners has included the completion of the 2 year Incident Assistance Team preparedness and assisting other authorities with Rest Centre Training.

The Council Major Emergencies Plan, the COMAH Plan and the Emergency Contacts Directory have all been updated. National work has been undertaken on Pandemic Influenza and Rabies Plans.

In terms of reactive work, December saw strong activity in regard to the storms and flooding affecting Scotland, which fortunately did not have a large physical effect on Clackmannanshire. However, a number of schools had to be evacuated in the last quarter, which identified a need for further training for Education staff..

- 3.17 Business Support: - Seven surveys in total were carried out within the year. Positive feedback has been received with an overall satisfaction of 98.2%. Results of the surveys were shared with staff and customers with an improvement/action plan formulated which will be reviewed on a regular basis. One member of staff achieved SVQ Level 3.

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	2,330,888	2,260,122	(70,766)
Comms & Marketing	283,660	287,492	3,832
Corporate Training	328,800	228,636	(100,164)
Customer Services & Libraries	1,434,360	1,273,438	(160,922)
Head of Strategy & Customer Services	92,470	90,631	(1,839)
Member Services	419,890	401,068	(18,822)
Performance & Business Change	1,330,500	1,237,841	(92,659)
Leisure Services (Customer Services)	345,692	345,690	0
TOTAL	6,566,260	6,123,903	(442,357)

- 4.3. Overall, Strategy and Customer Services had an underspend of £442,357 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.
- 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 which was related to staff costs.

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

Business Support - Business Support employed a total of six modern apprentices in 2015/16. Of the three who have left, all secured employment, two within the Council and one in the private sector.

Business Support was heavily involved in the implementation of ParentPay from December onwards. This involved project management as well as engagement with staff, pupils, parents and carers. The project was delivered on time and income is currently on target.

Business Support staff were also involved in the procurement process for a new IT system in Childcare. This involved attendance at project meetings to scope out the needs of the system and will continue once the system has been procured.

Business Support were actively involved in a lengthy piece of work for Scottish Government in liaison with Legal Services which resulted in a large amount of income for the Council.

A member of the team working within Finance has undertaken working with dual systems in order to maintain continuous workflow during the transition to the new Technology 1 Finance system.

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 2015/16



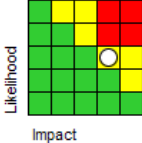










Author(s)

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

Approved by







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




Key to symbols used in this report









PIs		ACTIONS		RISKS	
Long Trend (Overall trend over longer term)		Status		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Complete		 Rating 16 and above
	Performance has remained the same		In Progress		 Rating 10 to 15
	Performance has declined		Check Progress		 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.
			Cancelled		



MCB1 Having Clear Policy Priorities

Code	Description	2013/14	2014/15	2015/16			2015/16	Lead	Priority Outcome
		Value	Value	Target	Value	Long Trend	Note		
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community	70%	58%	80%	60%	↓	<p>This measure has improved by 2 percentage points over the last 12 months. With the exception of a peak result in 2013/14 this measure has been slowly increasing in Clackmannanshire which is positive despite falling short of the target.</p> <p>This measure has been steadily improving over the past 5 years which is a positive trend despite falling short of the target.</p>	Cherie Jarvie	2
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	46%	44%	30%	40%	↑	<p>This measure has improved by 4 percentage points over the last year and by 13 percentage points since 2011/12. This signals good progress despite falling short of the target.</p> <p>This measure has improved by 4 percentage points over the last year and by 13 percentage points since 2011/12. This signals good progress despite falling short of the target.</p>	Cherie Jarvie	2
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	42%	42%	50%	42%	▬	<p>This measure has remained the same for the past 3 years of the survey. The proportion of residents who rate public services in general as very good or fairly good has however increased by 1 percentage point over the last year from 93% to 94%.</p>	Cherie Jarvie	2
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making	34%	35%	50%	39%	↑	<p>This measure has improved by 4 percentage points since 2014/15 and signals positive progress in efforts to increase opportunities for local decision making.</p>	Cherie Jarvie	2


Covalent Code	ACTION	By When	Progress	Status	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: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		There were a number of civic events last year including:- Clackmannanshire Awards which include the Citizen and Young Citizen of the Year Awards, Armed Forces Day, Fly a Flag for the Commonwealth Day, Holocaust Memorial Day and unveiling of Commemorative Paving stones for two World War I Victoria Cross Recipients in Tillicoultry.	Alison Bryce	
SCS 15 002	Provide support for elections in 2015/16	31-Mar-2016	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 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	
SCS 15 003	Support consultations on major priorities: . MCB/budget process . significant corporate strategies	31-Mar-2016	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Three significant consultations have been supported throughout 2014/15 - two on the proposed Tullibody Campus and the 16/17 budget consultation in December and January 2015/16. This year the a new budget simulator tool was piloted as part of the overall budget consultation approach.	Cherie Jarvie	
SCS 15 005	Deliver an approved business case that defines settlement hubs in Clackmannanshire	31-Dec-2015	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Business case developed and approved by Council at the special council meeting in February 2016	Stuart Crickmar	
SCS 15 008	Complete transfer of Museum & Archive local collections from Mar Street within approved budget	30-Sep-2015	<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px; width: 90%;"></div></div> 90%		Aim is to create a Local Archives & Local Collections facility in the Lesser Speirs Hall. Project partly delayed due to need to improve the condition of the floor prior to installing the archive shelving. Project now expected to go live end Summer.	Brian Forbes	
SCS 15 013	Introduce Leisure pricing strategy that ensures future sustainability, including full cost recovery model	30-Sep-2015	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		A new leisure pricing structure was approved in the February budget. A series of management actions continue to be taken forward to reduce the leisure deficit.	Brian Forbes	



Covalent Code	ACTION	By When	Progress	Status	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: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		There were a number of civic events last year including:- Clackmannanshire Awards which include the Citizen and Young Citizen of the Year Awards, Armed Forces Day, Fly a Flag for the Commonwealth Day, Holocaust Memorial Day and unveiling of Commemorative Paving stones for two World War I Victoria Cross Recipients in Tillicoultry.	Alison Bryce	
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%		Significant progress has made throughout the year to strengthen the governance of the CPP including the development of a new CPP Board. These developments are in line with the Statement of Ambition. A number of new expectations are being placed on CPPs as a result of the Community Planning aspects of the new Community Empowerment Bill. The Bill requires the development of new Local Outcomes Improvement Plans (LOIPs) which will in effect replace the current SOA. The new LOIP for Clackmannanshire is required to be developed by 1st October 2017.	Cherie Jarvie	
SCS 15 017	Implement People Strategy actions in support of MCB programme	31-Mar-2016	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Delivery of pathways 1 and 2 of the Leadership Development Programme has now completed; An new Strategic Workforce Strategy has now been approved by Council effectively superseding the People Strategy. A workforce planning toolkit has been developed to support services in their workforce planning approaches. A review has been completed on the Councils competency framework which will inform the development of a new framework. Proposals were made to CMT on conducting a staff survey in 2015/16 however it was agreed not to progress in the year as a result of other priorities.	Cherie Jarvie	

Covalent Code	ACTION	By When	Progress	Status	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	 100%		There were a number of civic events last year including:- Clackmannanshire Awards which include the Citizen and Young Citizen of the Year Awards, Armed Forces Day, Fly a Flag for the Commonwealth Day, Holocaust Memorial Day and unveiling of Commemorative Paving stones for two World War I Victoria Cross Recipients in Tillicoultry.	Alison Bryce	
SCS 15 018	Implement Communications & Marketing Strategy actions in support of the MCB programme	31-Mar-2016	 100%		A significant review of ClacksWeb was completed in 2015/16 which improved site functionality, structure and content. The review included the publication of the new online press office function. A review of the out of hours service provided by the team was undertaken to ensure it is fit for purpose. A review of the Council's social networking policy has also been conducted to ensure that it meets the Council's communication requirements. Grapevine and View publications have been revised and improved with a new digital version of View launched. The printers framework agreement was reviewed and awarded in 15/16. A number of external communications campaigns were launched in 2015/16.	Cherie Jarvie	
SCS 15 019	Implement Information, Library & Learning Strategy actions in support of MCB programme	31-Mar-2016	 100%		Significant progress has been made with the strategy actions over the last 2 years re Speirs Centre, programme of events and activities, improved technologies with new PCs and wifi installed in all local offices, eBooks service and 1-1s support to jobseekers applying online. A staff training programme has also been completed to increase their digital skills, enabling staff to provide more support to customers.	Brian Forbes	
SCS 15 022	Report annual reviews	31-Dec-2015	 100%		See comments below.	Cherie Jarvie	






Code	Sub-Action	By When	Progress	Status	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	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		SPI direction is complete.	Cherie Jarvie
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Covalent Code	ACTION	By When	Progress	Status	Latest Note	Lead	Priority Outcome
SCS 15 023	Scrutiny Improvement	31-Mar-2016	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		See comments below.	Stuart Crickmar	

Code	Sub-Action	By When	Progress	Status	Latest Note	Lead
SCS 15 023-1	Implement plan approved Feb 2015	31-Mar-2016	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 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="background-color: #4f81bd; height: 100%;"></div></div> 100%		An assessment was undertaken with committee in June 2015.	Stuart Crickmar


MCB2 Increasing Income & Savings


Code	Description	2013/14	2014/15	2015/16			2015/16	Lead	Priority Outcome
		Value	Value	Target	Value	Long Trend	Note		
GOV AB1 BUS	Average FTE Days Sickness Absence (Business Support)		8.83	7	12.51		There has been an increase in sickness absence by an average 3.68 days. This has been attributable to a number of long term absences throughout the year. Almost all long term absentees have now been returned to work.	Alison Bryce	9
GOV AB1 CUS	Average FTE Days Sickness Absence (Customer Services)		18.13	7	11.25		Positive improvement on previous year - reduced from 18.13 days per FTE to 11.25 days per FTE. Two long term absences have now returned to work.	Brian Forbes	9
GOV AB1 SAP	Average FTE Days Sickness Absence (Strategy & Performance)		8.93	7	3.98		There has been a positive improvement in sickness absence in the service when compared with 14/15. The service has had no long term absences in 15/16.	Cherie Jarvie	9
GOV AB1 SCS	Average FTE Days Sickness Absence (Strategy & Customer Services)	9.1	11.3	7	10.62		There was a small improvement on sickness absence from last year amounting to 0.7%. The Service continues to follow the Council's Absence Management procedures to support staff.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	9
SCS SCS BUD	Budget savings (£000)	272.83	310.00	225.85	220.00		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 which was related to staff costs.	Alison Bryce; Brian Forbes; Cherie Jarvie	9



Covalent Code	ACTION	By When	Progress	Status	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: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Business case finalised and submitted as part of the budget process 16/17.	Stuart Crickmar	


Code	Description	2013/14	2014/15	2015/16			2015/16		Lead	Priority Outcome
		Value	Value	Target	Value	Long Trend	Note			
GOV FOI SCS	% FOI enquiries responded to within timescale - Strategy & Customer Services	85.7%	97.1%	100.0%	90.6%		90.6% of FOI enquiries were responded to within timescales compared with 97.1% in 14/15. This equates to 27 out of 30 enquiries received on time. Enquiries dealt with outwith timescale related to collation of statistical information regarding use/cost of football pitch hire, contact centre statistics on volume of e-mail, telephone calls.	Brian Forbes	9	
BUS BUS 002	Customer satisfaction with overall experience of Business Support	85.2%	100.0%	95.0%	99.7%		The satisfaction levels have decreased by 0.3% from last year, however they have exceeded the target of 95%. An Action Plan has been drawn up within the team and is currently being implemented following feedback from our customers.	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%		100% of all enquiries were dealt within timescale	Stuart Crickmar	9	
BUS MPQ SCS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale		55.5%	100.0%	75.0%		75% of total enquiries received were dealt within timescale. One enquiry was dealt with outwith timescale and was in relation to external funding to an organisation.	Alison Bryce; Stuart Crickmar	9	
CUS C01 SCS	Number of formal complaints received by Strategy & Customer Services	14	12	9	17		S&CS continues to review feedback and learn from complaints, as appropriate.	Brian Forbes	9	
CUS C02 SCS	% formal complaints dealt with by Strategy & Customer Services within timescale (based on date received)	92.9%	75%	100%	94.1%		There has been an improvement in time taken to respond to complaints (16 out of 17 within timescale).	Brian Forbes;	9	
CUS C03 SCS	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld	64.3%	92%	67%	76.5%		Target exceeded although % upheld/partially upheld has reduced since previous year.	Brian Forbes	9	
CUS CAP 001	Satisfaction with overall experience of Community Access Points	97.6%	98.5%	100.0%	98.7%		Customer satisfaction with CAPs remains consistent.	Brian Forbes	9	
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	90.4%	89.8%	92.0%	97.6%		Customer satisfaction with the Contact Centre has increased from 89.8% in 2014/15 to 97.6% this year.	Brian Forbes	9	
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	12.10%	8.90%	12.00%	7.90%		The number of active borrowers has remained fairly static throughout the year (circa 8% of population). This indicator will be replaced by a new indicator in 2016/17 measuring total usage of Community Hubs and not simply book borrowing.	Brian Forbes	9	






Code	Description	2013/14	2014/15	2015/16			2015/16 Note	Lead	Priority Outcome
		Value	Value	Target	Value	Long Trend			
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	100.0%	97.0%	100.0%	100.0%	↑	21 out of 21 customers were satisfied/very satisfied with Registrars service.	Brian Forbes	9
SAP CL1 016	Local residents who state that they have had good experience of Library Services in the last year	92%	94%	95%	95%	↑	This indicator is from the Scottish National Household survey and remains consistent at 95% in 2015/16. Customer satisfaction with the library service offering in Clackmannanshire is measured and reported quarterly to R&A as a subset of the Community Access Points customer satisfaction measure.	Brian Forbes	9
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	38.00%	41.00%	50.00%	44.00%	↑	This indicator continues to improve - increasing by 5 percentage points since 13/14. This signals positive progress of a number of communications strategies and initiatives although clearly there remains room for improvement.	Cherie Jarvie; Karen Payton	9
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance	39%	40%	50%	44%	↑	This measure has improved by 4 percentage points over the last year and by 18% over the past 4 years showing steady progress. Satisfaction has increased by 6 percentage points in our regeneration areas to 47%. Despite this progress the target set for 2015/16 has not been met.	Cherie Jarvie	9
SAP SAP 001	Customer satisfaction with overall experience of Strategy & Performance	85.0%	89.0%	95.0%	88.0%	?	Satisfaction rates are similar to those reported in 14./15 but have improved by 3 percentage points since 13/14.	Cherie Jarvie	9
SAP SHS LEI	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with leisure facilities (LGBF Code: C&L5d)	68%	81%	-	-	?	15/16 data not yet available.	Brian Forbes	9
SAP SHS LIB	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with libraries (LGBF Code: C&L5a)	79%	81%	-	-	?	15/16 data not yet available.	Brian Forbes	9


Covalent Code	ACTION	By When	Progress	Status	Latest Note	Lead	Priority Outcome
SCS 15 008	Complete transfer of Museum & Archive local collections from Mar Street within approved budget	30-Sep-2015	90%		Project to create a local archives/local collections facility in Lesser Speirs Hall delayed due to need to improve condition of floor. Project now expected to go live end Summer.	Brian Forbes	

Covalent Code	ACTION	By When	Progress	Status	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	


Code	Sub-Action	By When	Progress	Status	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 and legislative training bids approved by CMT in line with the Corporate L&D process.	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	Status	Latest Note	Lead	Priority Outcome
SCS 15 015	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2016	100%		See comments below.	Alison Bryce; Brian Forbes; Cherie Jarvie	


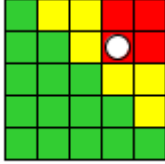
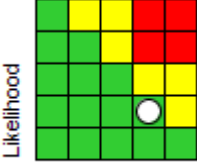

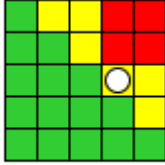
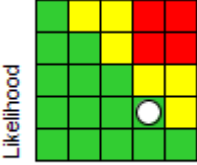
Code	Sub-Action	By When	Progress	Status	Latest Note	Lead
SCS 15 015-1	Review service information management, including data security and anti-fraud processes & improve staff awareness & development	31-Oct-2015	100%		Service continues to review information management needs and requirements and assesses risk. IM 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	100%		Workforce planning is being addressed by the S&CS Management Team as part of service reconfiguration, service modelling exercises and the development of MCB Business Cases. Monthly meetings are being held with Unison. A training session on workforce planning was undertaken for S&CS management team throughout the year and the service has developed a workforce strategy.	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	100%		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 proposed service changes. 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	100%		Business Continuity continues to be assessed on a regular basis at Service Development meetings, supported by the Council's Emergency Planning Officer. Business Continuity plans were updated in 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	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


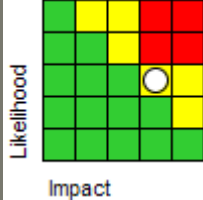
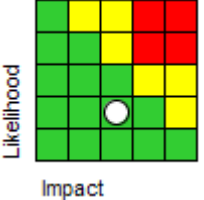
Covalent Code	ACTION	By When	Progress	Status	Latest Note	Lead	Priority Outcome
SCS 15 021	Design & implement sustainable improvement framework	31-Mar-2016	<div style="width: 100%;"><div style="width: 100%; background-color: #0070C0; color: white; text-align: center;">100%</div></div>		A new framework was developed which combined the CIM model with the Annual Governance Process, however the combined process was not implemented in 15/16. Proposals for a revised framework for 16/17 are being developed and will be considered by CMT in early summer 16/17.	Cherie Jarvie	


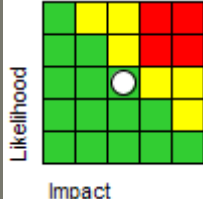
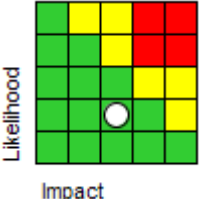
MCB4 Transforming Services


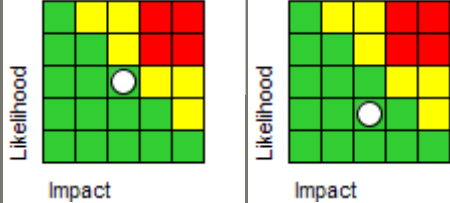
Covalent Code	ACTION	By When	Progress	Status	Latest Note	Lead	Priority Outcome
SCS 15 025	Update approach to customer contact management handling	31-Dec-2015	<div style="width: 100%;"><div style="width: 100%; background-color: #0070C0; color: white; text-align: center;">100%</div></div>		Approach outlined in Community Hubs Business Case approved February 2016.	Stuart Crickmar	


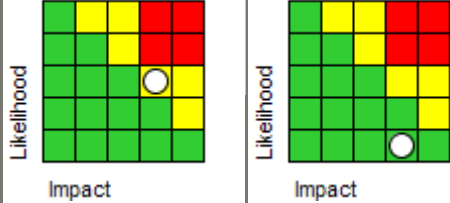
Service Risk Register 2015-16

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								16		8
Potential Effect	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction										
Related Actions	SCS 16 016-1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities		Internal Controls	Workforce Planning Process			Likelihood	Impact	Likelihood	Impact
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								12		8
Potential Effect	Reputational damage; loss of confidence, legal action										
Related Actions	SCS 16 017	Ensure that Strategy & Customer Services operates to very highest standards of Governance		Internal Controls	Governance Strategy Staff induction and development			Likelihood	Impact	Likelihood	Impact
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.										

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					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					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				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	12	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		Original Due Date	Due date	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	31-Aug-2015		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; height: 10px;"></div></div> 100%	All major corporate plans have now been updated including the MEOPS plan and the COMAH plan. Departmental continuity plans are now in place for the majority of services although further work remains to be undertaken with Education.	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		Original Due Date	Due date	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 but will incorporate appropriate training.	31-Mar-2016	31-Mar-2016		<div style="width: 90%;"><div style="width: 90%; background-color: #4f81bd; height: 10px;"></div></div> 90%	This action relates to the co-ordination of specific training in relation to this project. Training needs are yet to be identified and once they have been these will be incorporated into the corporate training programme for 16/17.	Andrew Aitken

Strategy & Customer Services Budget v Outturn
MARCH OUTTURN

The projected underspend has increased by £109k from the January outturn to £440k due to projections being made equal to actuals and a lot of projections having been underspent.

- Staffing underspends in Business Support due to vacant posts not being given approval to be replaced. Mail income from recharges to departments generating an underspend.
- Customer Services awaiting a review of their management structure due to temp contracts being in place to cover staff that have left through VS. Scottish Certificates demand continues to grow and income is now funding 2.0FTE staff to help with the demand, while still generating further underspends.
- Vacant posts in Performance and Strategy not being replaced, Team Leader left and a post transferred to Housing.
- Leisure overspends due to a shortfall in income and an unachievable budget saving target. Review being carried out to look at full cost recovery, while also looking at opening hours, staff contracted hours and charges for lets. Overspend at zero at year end due to budget virement from underspend in Business Support.

	Budget 15-16 £'000	Outturn 15-16 £'000	Variance 15-16 £'000	Jan 16 Change
STRATEGY & CUSTOMER SERVICES	6,568	6,127	(442)	(331) (111)
Business Support				
Staff turnover, and no authority given to fill posts, underspends across the service including Education & Housing (£44k), Adult Care (£51k) & Childcare (£29k).			(162)	
Mail budget continues to show underspend against budget with overspends in Supplies & Services (Equip Rental/Leasing & Postage costs) being offset by additional income from recharges out to services.			(6)	
Children's Panel - Agreement has changed to admin charge only, no expenses with an underspend of £6k in payments to Other Local Authorities (zero cost this year and prior 2 years) being the main contributor. MA income projection (£7k) and NHS Forth Valley invoice (£5k) received in Education not budgeted for			(9) (12)	
			120	
Budget virement at year end from underspend in Business Support to make overspend in Leisure zero. Main contributor to projected underspend is Staff costs which are projected at £162k underspent against budget. Mail underspend of £6k with additional recharge income offsetting overspends in postage and equipment rental.	2,331	2,260	(71)	(202) 131
CEO				
In line with budgeted net expenditure.	2	2	(0)	0 (0)
Comms & Marketing				
Unachievable income targets (including adverts placed in the corporate Newspaper), £3k budget, zero to date / projected.			3	
Overspends in Supplies & services - Printing Outside Contractors & Subscriptions.			1	
Projected overspend of £4k arising from an income shortfall of £3k plus overspends in Subscriptions and Printing costs of £1k.	284	287	4	8 (4)
Community Chest				
This scheme ended on 31st March 2015	0	0	0	0 0
Corporate Training				
Underspend of £100k. Budgets allocated as per Bids submitted. Only funding mandatory/legislative requirements for post, plus any training agreements already in place. This underspend has increased by £33k from January to March but service had not advised projected spend to year end in January so projections left as they were.	329	229	(100)	(68) (33)
Customer Services & Libraries				
Staffing underspends throughout Customer Services & Libraries due to staff leaving through VS and vacant posts.			(27)	
Income generated from Scottish Certificates as demand continues to grow, surplus over budget of £140k.			(140)	
Cleaning & Hygiene Materials - no costs through for the year & underspend in transport expenditure			(3)	
Overspend in supplies and services due to photocopying increases (many of the machines were never charged for on the previous contract), postages, subscriptions and computer software purchase			11	
Overspends in Payments to Other Agencies at Speirs Ctr and other cost centres			5	
Income received more than projected - £2k Registrars & £7k Library Administration			(9)	
Main contributors to the projected underspend of £161k are savings in staff costs of £27k (VS leavers & vacant posts) and an underspend of £89k in Scottish Certificates. Projected underspend has increased by £42k from January, the main contributors to this being increased income from Scottish Certificates and a reduction in projected CAP relief staffing costs.	1,434	1,273	(161)	(119) (42)
Head of Strategy				
Projected underspends in Supplies & Services and Third Party Payments, as per previous years	92	91	(2)	(2) 0
Members Services				
Reduction in payments to elected members, plus budget built up for 1.5% inflation, only 1% given and 1 less senior member. Income (£4k) includes Cllr holden recharge to VJB.	420	401	(19)	(16) (2)
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 via VS			(75)	
Underspend in staff travel costs offset by overspends in supplies & services and other council accounts			(3)	
Supplies & Services various underspends as budgeted amount not spent. Grants & Donations £12k overspent as Annual Admin Grant costs now coded here, budget virement needed 16/17			(5)	
Payment to other agencies (budget is for budget consultation or Options Appraisals, but nothing is planned at the moment)			(5)	
Payments to voluntary organisations projected at £460k, an underspend of £4k - 2 x Local Development Plans projected were not applied for and therefore not paid out			(4)	
Underspends from staffing due to Team Leader leaving and not being replaced, post transferring to HRA and removal of post via VS. Underspends in payments to other agencies (budget is used for options appraisals and budget consultation which there are not plans for at the moment) and Payments to Voluntary Organisations and Grants & Donations.	1,331	1,238	(93)	(86) (7)

Strategy & Customer Services Budget v Outturn
MARCH OUTTURN

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	Budget 15-16 £'000	Outturn 15-16 £'000	Variance 15-16 £'000	Jan 16 Change
STRATEGY & CUSTOMER SERVICES	6,568	6,127	(442)	(331) (111)
Leisure (Customer Services)				
Unallocated budget saving in Admin Support cost centre - historic price increases never implemented following policy decision. Savings were based on 11/12 usage; figures in 12/13 and 13/14 show reduction in numbers. In 2013/14 saving target of £118k, in 2014/15 and 2015/16 unallocated target of £95k remains.			95	
Staffing underspend - with overspends at Alloa Town Hall, Sauchie Hall, Alva & Lornhill Academies, Cochrane Hall & Ben Cleuch Centre reduced by underspends at Alloa Academy, Leisure Mgmt, Dumyat Ctr & Dollar Civic Ctr.			(1)	
Supplies & Services - various underspends with main ones (£3k) Clothing & Uniforms and (£5k) Performing Rights			(11)	
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, income shortfall reduced by £25k from January outturn.			47	
Various small underspends and overspends across premises and third party payments.			3	
Budget virement at year end from underspend in Business Support to make overspend in Leisure zero.			(120)	
Projected £120k overspend being driven by historically unachieved budget saving target and income shortfall. Review being completed to reduce the gap between income received and costs for covering each let, this will include opening hours, staffing contracted hours and fees being charged for each let. This gap had reduced by £34k from January to March outturns - budget virement from Business Support underspend processed March to reduce overspend in Leisure to zero.	346	346	0	154 (154)
STRATEGY & CUSTOMER SERVICES TOTAL	6,568	6,127	(442)	(330) (111)
			0	0