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**Report to Resources & Audit Committee**

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**Date of Meeting: 4 October 2012**

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**Subject: Strategy & Customer Services Performance Report**

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

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**1.0 Purpose**

- 1.1. This report updates committee on performance for Strategy & Customer Services during the 1st Quarter 2012/13. Performance reported relates to the service's Business Plan for 2012/13.
- 1.2. In addition, the report highlights key service activity since April, achievements, opportunities and challenges facing the service.

**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.

Examples of service activity in the first quarter of 2012/13 are provided below.

- 3.2. Local Government Elections and new Decision-making Framework - following the Local Government elections in May, Business Support oversaw a major induction programme for the newly elected members. Business Support

played a significant role in assisting with arrangements for the new committee structures.

- 3.3. Civic Events - the 1st Quarter of 2012/13 was a busy period for civic events. The service supported the Lord Lieutenant in facilitating a wide range of community activities across the County for HM the Queen's Diamond Jubilee, including lighting of the beacons on the Ochils. The Olympic Torch Relay came through Alloa on 13 June. The people of Clackmannanshire came out in force, with crowd numbers estimated at 7000. As well as co-ordinating the event itself, the service organised a well-received civic reception on behalf of the Provost for the Olympic Torchbearers. The Provost also hosted an event that week for a number of delegates from former Soviet Union countries, organised by the John Smith Trust, providing them with insight on democracy, local government and the role of the Third Sector in Scotland. One delegate, from Moldova, stayed on and spent 3 days with staff. The third week in June saw the service organise an Armed Forces Day event at the Town Hall, and, on behalf of the Provost, a civic reception for Alloa Athletic and Sauchie Juniors following their success
- 3.4. Extension of Business Support model - following thorough preparations, the business support model was successful extended to take in primary and secondary school support in April.
- 3.5. Community Planning & Single Outcome Agreement - the service continued to provide a lead for the local review of community planning and the SOA in tandem with the national review.
- 3.6. CAPs/Libraries Development - Menstrie and Alva CAPs were refurbished during the first part of the year, with staff and local communities playing a major role in the eventual look and feel. Staff put considerable effort into ensuring a smooth transition from Alloa CAP and library to interim accommodation at Bank Street and the Lower Speirs Hall. A cross-service working group was set up, chaired by the Head of Strategy & Customer Services to improve the hall letting process.
- 3.7. Community Consultation & Engagement - the service is taking forward the development of key guidance for the Council and partners in engaging and consulting with communities which follows the national engagement standards. The service also continues to implement a programme of capacity building and support to Community Councils and Tenants and Residents Federations which is being jointly delivered by CTSI and the Council. Extensive support is also being provided to community groups and committees on training, capacity building and governance. We continue to support local community groups and community councils to promote and foster community spirit in their communities through helping to secure external funding, giving support on holding gala days and community activities.
- 3.8. In the first quarter of 2012/13 the service supported consultation on various strategies including Sport and Leisure, Local Housing Strategy and Zero Waste Strategy. The service also supported the Elections exit surveys, revenues customer survey and the annual social services survey.
- 3.9. Emergency Planning - considerable efforts, in conjunction with partners across Forth Valley, went into enhancing contingency and resilience

arrangements with regard to fuel in preparation for a fuel dispute that, thankfully, in the end, did not materialise.

#### **4.0 Performance**

4.1. 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.

Below are some of the activities that the service has implemented which relate the achievement of these priority outcomes.

4.2. Customer Service Excellence - the CSE standard is now an integral component of the way the service works. The service is fully compliant in all but 2 of the standard's elements. A target of full compliance has been set for 2013.

4.3. CAPs and Contact Centre Performance - Customer satisfaction remains high with the service provided at local offices and the contact centre. Work is progressing to further extend/improve the range of services delivered at local offices. We are continuing to explore opportunities to work in partnership with other public and voluntary organisations, for example the Community Wardens and Central Scotland Police have re-located to Sauchie CAP back office area bringing benefits to both organisations, as well as providing support and extra security to CAP staff in the evenings.

4.4. Business Support Performance - the service has circulated surveys to staff, elected members and service managers to gather intelligence that will inform service improvements. The results will be reported in the next quarterly report.

#### **5.0 Achievements**

5.1. The service achieved re-accreditation of the Customer Service Excellence standard in June 2012.

5.2. The service completed a re-launch of Dumyat centre in early June as part of Menstrie Gala week. Increased user numbers and satisfaction are reported.

5.3. A major programme of civic and community events was supported in May and June, resulting in positive customer and stakeholder feedback.

5.4. A new staff Intranet, CONNECT, was launched in May. This was a major piece of work that is already attracting positive feedback from users.

5.5. Apprenticeships/trainees - with employment opportunities difficult for young people presently, the service continues to make efforts to offer placements to modern apprentices and trainees. At present 5 modern apprentices are working in Business Support whilst completing level 2 SVQ qualifications. Two trainees are employed on two year contracts enabling opportunities to complete SVQ level 3 qualifications whilst gaining work experience.

## 6.0 Opportunities, Challenges & Risks

- 6.1. The service experienced higher than predicted levels of unplanned or unanticipated work; at the end of the first quarter, the net result is slippage on the business plan programme overall, though it is anticipated that this will be recovered.
- 6.2. Vacancies and to a lesser extent, staff turnover, in Strategy & Performance have also been a contributing factor to programme slippage. Most positions are now filled.
- 6.3. Vacancies and staff turnover, though diminishing, continue to present challenges in Business Support. From a more positive perspective, however, vacancies present development opportunities for staff to move to promoted positions

## 7.0 Sustainability Implications

- 7.1. There are no direct sustainability implications arising from this report.

## 8.0 Resource Implications

### 8.1. *Financial Details*

- 8.2. 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

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

### 8.4. *Staffing*

## 9.0 Exempt Reports

- 9.1. Is this report exempt? Yes  (please detail the reasons for exemption below) No

## 7.0 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)

**8.0 Equalities Impact**

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

Yes  No

**9.0 Legality**

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

**10.0 Appendices**

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

Strategy & Customer Services Business Plan 2012-13 Progress Report

**11.0 Background Papers**

11.1 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 2012/13**

**Author(s)**

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Stuart Crickmar	Head of Strategy & Customer Services	2127

**Approved by**








NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Nikki Bridle	Director of Finance & Corporate Services	







# Appendix 1








## Strategy & Customer Services Business Plan 2012-13 Progress Report









### KEY TO SYMBOLS

PI Status		PI Short Term Trends	
	Performance is worse than target and outwith tolerance		Improving
	Performance is worse than target but within tolerance		No Change
	Performance is meeting or exceeding target		Getting Worse
	See Latest Note for PI		

Action Expected Outcome	
	Complete within target
	Complete outwith target
	Fail to complete
	See Latest Note for Action

## 1 HIGH LEVEL SUMMARY

2 Our communities are more cohesive and inclusive								
PIs		1		0		0		5
Actions		0		3		5		0









9 The council is effective, efficient and recognised for excellence								
PIs		13		5		6		11
Actions		0		2		15		0

## 2 DETAILED REPORT

### CORPORATE PRIORITY OUTCOME

2 Our communities are more cohesive and inclusive

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community	47%	35%	Not measured for Quarters		This is an SOA Indicator, the target for which was set 2 years ago. This will be updated in the next SOA.
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	53%	45%	Not measured for Quarters		This is an SOA Indicator, the target for which was set 2 years ago. This will be updated in the next SOA.
SAP CL1 028	% residents who feel that Clacks has good opportunities for adult based learning	56%	80%	Not measured for Quarters		This figure comes from the Clacks 1000 survey. Work is being undertaken by the CLD Partnership to improve & coordinate the range of learning activities being carried out by the College, Council and other learning providers.
SAP CL1 029	% residents who wish to be involved in local community planning	35%	45%	Not measured for Quarters		This is a new indicator which was introduced in 2011. Since this indicator was introduced significant work has been undertaken to engage communities in the Community Planning Process, including development of the CLD strategy, strengthening the role and capacity of Community Councils, restructuring the Community Planning Partnerships and developing strong links with the Clackmannanshire Third Sector Interface. This measure will be updated in the next performance report.
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making	23%	35%	Not measured for Quarters		Significant improvements are being implemented as part of the CLD strategy, the results of which we hope to see when this measure is updated during the year.
SAP CL1 031	% of residents who attend community and representative groups	11%	20%	Not measured for Quarters		This a new measure which is designed to show the impact of delivery of the Community Learning and Development Strategy. This measure will also show the impact of the relatively new Clackmannanshire Third Sector Interface both in understanding and engaging community groups in Clackmannanshire and in improving the capacity of groups.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
CUS LIB 004	Define blueprint for & develop a network of integrated community hubs to include a new library and local public service provision - Menstrie	31-Jul-2012	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Completed. Re-launch of Dumyat Centre took place in early June at the start of gala week. Positive feedback from community and users. Increased number of users reported.
CUS LIB 005	Define blueprint for & develop a network of integrated community hubs to include a new library and local public service provision - Tillicoultry	30-Nov-2012	<div style="width: 10%;"><div style="width: 10%; background-color: #4f81bd; color: white; text-align: center;">10%</div></div>		A cross-service project group, chaired by the head of S&CS has been initiated to ensure the project is delivered as per agreed timescales and to ensure proactive community engagement and communications. New hub is expected to be open in late Nov.
CUS LIB 006	Define blueprint for & develop a network of integrated community hubs to include a new library and local public service provision - Speirs Centre	31-Dec-2013	<div style="width: 10%;"><div style="width: 10%; background-color: #4f81bd; color: white; text-align: center;">10%</div></div>		A cross-service project group, chaired by the head of S&CSs will be initiated to ensure the project is delivered as per agreed timescales and to ensure proactive community engagement and communications. Interim library to relocate to Lower Speirs Hall in August.
CUS LIB 007	Develop the Council's Library, Information & Learning Strategy	31-Dec-2012	<div style="width: 10%;"><div style="width: 10%; background-color: #4f81bd; color: white; text-align: center;">10%</div></div>		Work commenced on draft strategy.
SCS SAP 007	Review interim Community Learning and Development Strategy and develop 3 year approach	31-Mar-2013	<div style="width: 10%;"><div style="width: 10%; background-color: #4f81bd; color: white; text-align: center;">10%</div></div>		National Guidance on Community Learning and Development has recently been published by the Scottish Government. A programme of consultative events are scheduled over the coming months which will generate the review and development of the strategy in Clackmannanshire.
SCS SAP 008	Implement a programme of community capacity building support as agreed in the interim CLD strategy	31-Mar-2013	<div style="width: 40%;"><div style="width: 40%; background-color: #4f81bd; color: white; text-align: center;">40%</div></div>		Steady progress is being made against this action. · Evaluation on the pilot community planning approaches are being prepared which will inform how other communities will be supported in preparing local community plans. · Community Councils and Tenants and residents federations are also engaged in ongoing development and capacity building activities. Council and CTSI are working closely to develop models of capacity building which build on the range of support that is available for communities.
SCS SAP 009	Develop a corporate community engagement plan for 2012/13	31-Oct-2012	<div style="width: 60%;"><div style="width: 60%; background-color: #4f81bd; color: white; text-align: center;">60%</div></div>		We have a forward plan of engagements for 2012/13. This will be updated in line with ongoing developments, including Community Councils and CTSI engagement.
SCS SCS 009	Deliver an extensive programme of major civic events in 2012/13	30-Mar-2013	<div style="width: 70%;"><div style="width: 70%; background-color: #4f81bd; color: white; text-align: center;">70%</div></div>		Extensive Jubilee programme run over the course of early June. The Olympic Torch Relay was a significant success, attracting positive feedback from many stakeholders. The John Smith Memorial Trust 15,18 and 19 June, in conjunction with the Lord Lieutenant was a notable success. Armed Forces Day parade delivered on 27 June. Civic reception for Sauchie Juniors, Alloa AFC, OTR torch bearers delivered on 28 June.

**CORPORATE PRIORITY OUTCOME**

9 The Council is effective, efficient and recognised for excellence



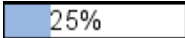

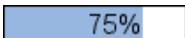
Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
BUS BUS 002	Customer satisfaction with overall experience of Business Support	84%	90.0%	Not measured for Quarters		Data available Q2.
CUS REG 001	Customer satisfaction with overall experience of with the Registrars Service	100.0%	100.0%	Not measured for Quarters		Data available at year end.
SAP CIM 001	Average CIM Customer Results rating	16	31	Not measured for Quarters		Data available at year end.
SAP CIM 002	Average CIM People Results rating	16	31	Not measured for Quarters		Data available at year end.
SAP CIM 003	Average CIM Community Results rating	16	31	Not measured for Quarters		Data available at year end.
SAP CIM 004	Average CIM Key Performance Results rating	46	56	Not measured for Quarters		Data available at year end.
SAP CIM 005	Average CIM Leadership Enabler rating	31	46	Not measured for Quarters		Data available at year end.
SAP CIM 006	Average CIM Business Planning Enabler rating	31	46	Not measured for Quarters		Data available at year end.
SAP CIM 007	Average CIM People Enabler rating	31	46	Not measured for Quarters		Data available at year end.
SAP CIM 008	Average CIM Partnerships & Resources Enabler rating	31	46	Not measured for Quarters		Data available at year end.
SAP CIM 009	Average CIM Service Processes Enabler rating	31	46	Not measured for Quarters		Data available at year end.
SAP CIM 010	Council EFQM Recognised for Excellence star rating	3	5	Not measured for Quarters		Data available following submission and award.
SAP CSE COU	% of Council services with full CSE accreditation	17%	50%	Not measured for Quarters		At present only Strategy & Customer Services compliant, however, a number of services are in the final stages of completion, which should ensure that half meet the standard by the year end.
SAP SAP 001	Customer satisfaction with overall experience of with the Strategy & Performance		80.0%	Not measured for Quarters		New indicator - customer satisfaction survey is currently underway. This measure will be updated in the next performance report.

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
CUS CAP 001	Satisfaction with overall experience of Community Access Points	100.0%	100.0%	Not measured for Quarters		Customer satisfaction with the service provided at local offices is exceptional. We aim to work in partnership with other public and voluntary organisations to further extend and improve the range of services delivered via local hubs.
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	93.0%	100%	Not measured for Quarters		Customer satisfaction remains high. Some of the dissatisfaction mentioned by customers in the last survey referred to the service delivery part of the service, not necessarily the customer contact. We aim to further improve levels through a programme of observing calls and providing coaching and feedback to staff.
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	16.00%	19.00%	Not measured for Quarters		There has been a slight drop on the numbers of residents visiting libraries in 2011/12. We have a service objective to increase the usage of our libraries by offering new and broader services eg our events programme, reader development classes. We are also encouraging individuals and local groups to make greater use of library premises for wider community use.
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	30%	35%	Not measured for Quarters		The SOA and Alliance governance arrangements are under review in light of Christie Commission recommendations and the Scottish Government's Statement of Ambition. These place emphasis on the Community Planning Partnership to ensure improved integration of partners and service delivery.
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	25.00%	30.00%	Not measured for Quarters		The short trend for this measure is positive with the current figure showing significant improvement from the 10/11 figure (12%). We expect this upward trend to continue with the success of the view and the improvements in the level of media coverage. Focus groups were held with residents in late 2011 on how they expect the Council to communicate with residents of Clackmannanshire and this feedback will help inform the new Communications Strategy.

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance		30.00%	Not measured for Quarters		This was a new indicator in 2011 which will be updated in the next performance report. The Council held focus groups with local residents in late 2011 which explored the ways that residents in Clackmannanshire would like to receive information on performance. This has informed the way that performance information is shown in View..
SAP CL1 034	% partners who believe the community planning partnership has a clear purpose	66.70%	75.00%	Not measured for Quarters		Partners of the Alliance are surveyed annually to measure the impact of partnership working in Clackmannanshire. From the two surveys that have been carried out we have seen a positive trend. Development work currently being undertaken on the SOA and service integration should see a much sharper clarity of purpose developing.
SAP S01 SCS	Staff survey - Strategy & Customer Services staff - I am satisfied with my job	69.2%	70.0%	Not measured for Quarters		Data available at year end.
SAP S13 SCS	Staff survey - Strategy & Customer Services staff - My senior managers demonstrate strong and consistent leadership skills	44.2%	50.0%	Not measured for Quarters		Data available at year end.
SAP S14 SCS	Staff survey - Strategy & Customer Services staff - I have a Performance Review & Development meeting at least once a year	74.4%	80.0%	Not measured for Quarters		Data available at year end.
SAP S17 ALL	Staff survey - All staff - I feel I have fair and equal access to development	50.0%	80%	Not measured for Quarters		Work in both the areas of equalities and training & development, including a more systematic approach, the centralisation of training budgets will improve staff visibility and confidence in this area. The impact of these changes will be assessed in the 2012 staff survey.
SAP S18 ALL	Staff survey - All staff - Senior Managers (received an appropriate level of leadership coaching)	39.0%	70%	Not measured for Quarters		Data available at year end.
SAP S28 ALL	Staff survey - All staff - The level and timing of communication across the Council is good	22.1%	30%	Not measured for Quarters		Effective communication remains a high priority for staff and, following an Invest to Save award, the Communications team has developed an intranet to further aid efficient internal communication. Benchmarking activity on organisational communication

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
						is being undertaken to understand best practice as part of a wider review of the Council's communication strategy.
SAP S29 SCS	Staff survey - Strategy & Customer Services staff - I feel that communication across my service/team is good	43.6%	50.0%	Not measured for Quarters		Data available at year end.
SAP S30 SCS	Staff survey - Strategy & Customer Services staff - I get all the information I need to do my job	48.7%	60.0%	Not measured for Quarters		Data available at year end.
SAP S33 SCS	Staff survey - Strategy & Customer Services staff - There are ways to feedback my views to management within my service	44.9%	55.0%	Not measured for Quarters		Data available at year end.
SAP S34 ALL	Staff survey - All staff - I read the staff magazine 'The Grapevine' and find it useful	41.0%	50%	Not measured for Quarters		Data available at year end.
SAP S37 SCS	Staff survey - Strategy & Customer Services staff - Survey response rate	14.1%	100.0%	Not measured for Quarters		Data available at year end.
SCS SCS 016	Number of complaints received about service	4	0	Not measured for Quarters		Data available at year end.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SCS BUS 004	Continue to support the implementation of IDOX/EDRMS in run up to Kilncraigs move	31-Dec-2012	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%	✓	5 members of staff now working on scanning and indexing full time.
SCS BUS 005	Develop and deliver an induction programme for elected members	30-Sep-2012	<div style="width: 80%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 80%	✓	Comprehensive induction programme being delivered and evaluated
SCS CUS 001	Implement new 2-stage Corporate Complaints procedure, in accordance with the Ombudsman's recommendations	31-Aug-2012	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30%	✓	A cross-service project group, chaired by the CS Mgr is overseeing implementation, in line with SPSO guidelines. New IT complaints recording system almost complete.
SCS LIB 008	Implement a new Library Management System to improve public access and efficiency of library processes	01-Dec-2012	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30%	✓	Project on track. Data being transferred from current to new system. Staff training taking place over summer.
SCS SAP 010	Develop a management information strategy	31-Dec-2012	<div style="width: 10%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 10%	✓	A project scoping paper has been developed. A small project team will be established to commence work.
SCS SAP 011	Implement a revised Communication Strategy	31-Dec-2012	<div style="width: 10%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 10%	✓	A project scoping paper has been drafted for approval. Initial research conducted. Project team commenced in July 2012.
SCS SAP 012	Implement CIM improvement framework	31-Mar-2013	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30%	✓	Progress on CIM implementation is well underway. Community and Regulatory services, facilities management, strategy and performance and shared social services are progressing the assessment or are nearing completion.
SCS SAP 013	Refresh Corporate Plan	30-Sep-2012	<div style="width: 20%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 20%	✓	This work will tie-in to work developing the Single Outcome Agreement.
SCS SAP 014	Refresh the Single Outcome Agreement for 2013/14 in line with public sector reform	31-Mar-2013	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30%	✓	Work well underway. Workshops commenced in June 2012. Direction expected from SG in autumn, however, in the meantime this work is progressing in line with expectation,
SCS SAP 015	Implement revised corporate consultation guidance and toolkit to improve processes for consulting with customers and communities	31-Dec-2012	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30%	✓	We have significantly improved our processes for consulting with customers and communities, and have guidance on consultation/surveys and using the database. We need to update the guidance to reflect electronic methods of consultation and to link the guidance and toolkit with the community engagement plan. This work has commenced. We are also linked to a multi-local authority project which is reviewing corporate guidance and toolkits.
SCS SAP 016	Implement revised community planning partnership structures to facilitate public sector reform	31-Aug-2012	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30%	⚠	Currently a fluid situation due to ongoing developments at a national level - structures are being progressed through a series of workshops, 19 June and 25 September. Structures not expected to be in place now until March 2013.
SCS SCS 010	Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard	31-Mar-2013	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25%	✓	A series of actions were agreed and are being implemented following our staff Team Tours events held in April & May. Business Support Staff survey issued 20th June All PRDs are

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
					completed and a learning and development programme has been drafted. Staff survey results due later this year should confirm more clearly whether we have achieved the standard.
SCS SCS 011	Strategy & Customer Services will demonstrate that it continues to operate to the CSE quality standard	30-Jun-2012	<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>		Achieved. Strategy & Customer Services retained and strengthened CSE accreditation on 14 June 2012. The number of partial compliances was reduced from 7 to 2 (11 are permitted), and partnership working has been recommended for compliance plus.
SCS SCS 012	Support infrastructure requirements for shared services with Stirling Council	31-Mar-2013	<div style="width: 25%;"><div style="width: 25%; background-color: #4F81BD; color: white; text-align: center;">25%</div></div>		Support provided on an ongoing basis, including proposals for performance management arrangements. Social Services Management Team now operating out of Lime Tree House with assistance from joint, centralised Stirling and Clacks administration services.
SCS SCS 013	Implement changes resulting from the outcome of 2012 local government elections	30-Jun-2012	<div style="width: 75%;"><div style="width: 75%; background-color: #4F81BD; color: white; text-align: center;">75%</div></div>		Council's decision making framework agreed. Changes to Committee Structure now reflected in Standing Orders and Scheme of Delegation. Representations on Outside Bodies approved. Updated records published on the website.
SCS SCS 014	Develop a Corporate Asset Management Strategy	21-Oct-2012	<div style="width: 0%;"><div style="width: 0%; background-color: #4F81BD; color: white; text-align: center;">0%</div></div>		Work, beyond initial research, yet to start. This will be given a degree of priority over the summer months, though likely slippage on target date. Expected to be completed by December 2012.
SCS SCS 015	Review People Strategy, including Workforce Development arrangements	31-Mar-2013	<div style="width: 20%;"><div style="width: 20%; background-color: #4F81BD; color: white; text-align: center;">20%</div></div>		A project scope has been agreed with CMT, and discussed with the Unions on 29 June. This project is comprised of various strands, some of which are already underway. Expected to complete on schedule.

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**Report to Resource & Audit Committee**

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**Date:** 4 October 2012

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**Subject:** Quarter 1 Financial Performance - Strategy & Customer Services

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

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide the financial performance position to date on the delivery of the approved budget for Strategy & Customer Services during the first quarter of this financial year.

**2.0 Recommendations**

- 2.1. It is recommended that the committee reviews the report, then comments and challenges, as appropriate.

**3.0 Background**

- 3.1 Following the recent changes to the political decision making structures, it has been agreed that Service Committees will receive a budget monitoring report at each meeting. In some instances this will require a re-alignment of service budgets to appropriate committees, but in the instance of Strategy & Customer Services all service activities are covered by this Committee's remit.
- 3.2 Service Budget monitoring reports are provided in more detail than the overall Council position reported separately. This 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.
- 3.3. The activities of Strategy & Customer Services are categorised under the following main headings.

<b>Strategy &amp; Customer Services</b>	<b>Description</b>
Business Support	Centralised budget for administration staff who work across all council services
Chief Executive	Chief Executives salary budget also covers budget for grants and donations to voluntary organisations and corporate events.
Communications & Marketing	Budget includes salary costs and the advertising budget for council and staff newspaper.
Culture Adult & Community	Budget includes community engagement, adult learning and cultural activities.
Culture	The service has ended.
Customer Services	This budget covers the contact centre and all community access points.
Emergency Planning	Budget for emergency planning, including salary costs.
Fairer Scotland	The service has ended.
Head of Strategy & Customer Services	Head of Strategy & Customers Services salary budget and supplies & services.
Libraries	Budget for library, ESOL and adult literacies.
Out of Hours	This is the emergency out of hours contact centre provided by Central Scotland Police.
Members Services	Budget for elected members, also including support staff salary costs.
Performance & Business Change	This budget covers performance and quality development, research and information, community planning, community councils, community engagement (salary costs) and corporate training.

#### 4.0 Budget Position

4.1 The undernoted table outlines the financial position as at end of July comparing the projected expenditure for this period with the profiled budgeted expenditure.

	<b>Annual Budget</b>	<b>Budget to 31/07/2012</b>	<b>Actual to 31/07/2012</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Business Support	2,848	989	899	(90)
CEO	212	95	86	(9)
Comms & Marketing	315	106	85	(21)
Culture Adult & Community	40	14	1	(13)
Culture	25	9	2	(7)
Customer Services	894	309	338	30
Emergency Planning	56	19	35	16
Fairer Scotland	80	18	4	(14)
Head of Strategy & Customer Services	97	33	31	(2)
Libraries	770	264	221	(44)
Out of Hours	23	17	1	(17)
Members Services	428	142	139	(3)
Performance & Business Change	1,328	446	259	(187)
<b>Total</b>	<b>7,117</b>	<b>2,460</b>	<b>2,101</b>	<b>(359)</b>

4.2 The variance to date can generally be attributed to a number of vacant posts, ongoing review and service reduction in some areas. Under Business Support the variance mostly reflects the number of vacancies which have or are in the process of being recruited. Variance in Performance and Business Change reflects vacancies, all of which have now been filled, and core budget related to the implementation of the corporate training process. A detailed analysis of variances in respect of each service area is attached in the appendix to the report.

4.3 This monitoring report only focuses on budgeted expenditure against actual expenditure to date, but it is the intention that once all financial reporting parameter are aligned for all services, that at a future date outturn reporting will be incorporated into these monitoring reports.

## 5.0 Progress in Delivering Planned Budget Savings in 2012/13

5.1 The 2012/13 budget incorporated savings of £285k for Strategy & Customer Services through a combination of budget challenge savings, management actions and specific Council decisions. At the first quarter of the year we are able to report that £245k has been achieved to date. The table below summarises the position.

Description of Saving	Saving 2012/13	Progress	Comment
Restructure Strategy & Performance	(30,000)	(30,000)	Restructure Complete
Restructure Customer Services & Libraries	(106,000)	(66,000)	Offset by savings within the service
Reduction in grants to voluntary organisations	(4,849)	(4,849)	Complete
Balance of Fairer Scotland after distribution to services	(144,000)	(144,000)	Complete
<b>Total</b>	<b>(284,849)</b>	<b>(244,849)</b>	

## 6.0 Planned Developments

6.1 The Budget Strategy report considered by the Council on 16 August outlined the progress made and associated timelines for business case development and consultation through the use of a standard template. Strategy & Customer Services are currently working on business cases, which will take forward the outputs suggested at the budget challenge session. At future meetings, it is the intention that this Committee will be provided with updates on progress on these developments and highlight any significant issues or considerations.

6.2 It is recognised that across all Council Services there has been significant changes in budget holders following the restructuring activity. This is an opportune time to provide specific training on financial management and budget holder responsibilities.

6.3 In many cases the restructuring activity is ongoing, and this will necessitate continual re-alignment of budgets to match budget holder responsibilities.

## 7.0 Conclusions

7.1 This is the first financial monitoring report under the new Committee reporting arrangements. The process, together with style and content, will need time to develop, and will evolve in response to perceived needs. The important factor is that these reports are seen as a positive development in aiding effective scrutiny of Service budgetary performance.

7.2 The budget monitoring approach is being designed to link with other reporting arrangements. In other words, the Service Committee financial reports will feed into the corporate financial reporting through the Resources and Audit Committee, and Council Budget Strategy updates.

## 8.0 Sustainability Implications

8.1 N/A.

## 9.0 Resource Implications

9.1 The financial implication are outlined within the 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 tick )

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? N/A

## 13.0 Legality

13.1. In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

#### 14.0 Appendices

14.1. Budget v Actual detailed variances.

#### 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



Clackmannanshire Council General Services Revenue and Capital Budget 2012/13

Clackmannanshire Council: Budget Strategy Update 16 August 2012

#### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Martin Dunsmore	Service Manager - Accountancy	2041

#### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Nikki Bridle	Director of Finance and Corporate Services	

**Strategy & Customer Services Budget to Date v Actual to Date**

	Budget to Date £'000	Actual to Date £'000	Variance £'000
<b>Strategy &amp; Customer Services</b>	<b>2,460</b>	<b>2,101</b>	<b>(359)</b>
<b><u>Main Variance Reasons</u></b>			
<b>Business Support</b>			
Employee related variance due to vacancies which are currently being advertised.			(69)
Children's Panel expenses and training underspend due to timing of claims normally submitted in arrears.			(6)
Photocopying forecast overspend currently showing an underspend due to timing of invoices			(3)
Income received to date in excess of budget will rephase budget			(12)
<b>Business Support Total</b>	989	899	<b>(90)</b>
<b>CEO</b>	95	86	<b>(9)</b>
<b>Comms &amp; Marketing</b>			
Team Leader vacancy, currently being advertised			(10)
other			(4)
professional fees phone app project not started yet currently showing as an underspend			(7)
<b>Comms &amp; Marketing Total</b>	106	85	<b>(21)</b>
<b>Culture Adult &amp; Community</b>			
Service to be redesigned once in place budget will be rephased			
<b>Culture Adult &amp; Community Total</b>	14	1	<b>(13)</b>
<b>Culture</b>			
Budget to be offered as a saving underspend will grow through the year			
<b>Culture</b>	9	2	<b>(7)</b>
<b>Customer Services</b>			
Budget to be realigned with restructure of staffing			
<b>Customer Services Total</b>	309	338	<b>30</b>
<b>Emergency Planning</b>			
Secondment to be recharged currently showing as overspend			
<b>Emergency Planning Total</b>	19	35	<b>16</b>
<b>Fairer Scotland</b>			
In line with projected underspend			
<b>Fairer Scotland Total</b>	18	4	<b>(14)</b>
<b>Head of Strategy &amp; Customer Services</b>	33	31	<b>(2)</b>
<b>Libraries</b>			
Budget to be realigned with restructure of staffing			
<b>Libraries Total</b>	264	221	<b>(44)</b>
<b>Out of Hours</b>			
Saving will continue to increase in line with projected underspend			
<b>Out of Hours Total</b>	17	1	<b>(17)</b>
<b>Members Services</b>	142	139	<b>(3)</b>
<b>Performance &amp; Business Change</b>			
Underspend related to incomplete restructuring, posts not recruited to and corporate training budget in line with projection.			
<b>Performance &amp; Business Change Total</b>	446	259	<b>(187)</b>
	<b>2,460</b>	<b>2,101</b>	<b>(359)</b>



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**Report to Audit & resource Committee**

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**Date of Meeting: 4 October 2012**

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**Subject: Support Services Performance report 1.4.12 – 30.6.12**

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**Report by: Senior Support Services Manager**

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**1.0 Purpose**

- 1.1. This report updates the committee on Support Services performance for the first quarter of 2012/13.
- 1.2. The report highlights service activity, achievements and performance between April and June 2012. It also identifies future challenges, opportunities and risks.

**2.0 Recommendations**

- 2.1. The Committee is asked to note the report, comment on and challenge performance as appropriate.

**3.0 Service Activity**

Introduction

- 3.1. The Support Services vision is to ensure that financial and human resources, IT systems and governance processes are aligned to the strategic aims of the organisation to facilitate the delivery of the Council's corporate priorities in a legally compliant, cost effective and efficient way.

The Support Services mission as set out in the business plan is "to enable senior officers, managers, elected members and staff in the delivery of their objectives by providing professional, added value, proactive advice and support. This includes advice and support to manage resources whether they are human, technological or financial".

- 3.2. Shared services - Meetings continue between service teams and counterparts from Stirling. A draft data sharing protocol has been produced for consideration by colleagues in Stirling. HR support for education now set up with one point of contact but with involvement of and communication to the wider HR team at Clacks. Meetings continue to discuss the mechanics of how to ensure smooth working practices and deliver support functions. ICT governance group meetings taking place. Business case for one single case management system for social services reviewed. Finance teams working

with education and social services to agree how performance information will be managed and reported going forward.

- 3.3 Equal pay issues - Retired employees paid at the end of May. 96 offer letters made 29.6.12 (tribunal cases) payment will be made in August if offer is accepted. Several enquiries received, probably as a direct result of the communication that took place at the end of March. HR have met with or spoken with individuals to confirm position.
- 3.4 Re-structuring Changes in the HR team are on-going and designed to accommodate the workload and requirements of services. Short-term strategic HR support now in place.
- A Team Leader has been appointed in ICT; the post vacated will be backfilled to continuity of service provision.
- Senior accountancy posts were advertised in early June, interviews took place and positions were offered on 28 June.
- Support Services Project Coordinator post has been advertised to increase resource and address service needs in this area.
- 3.5 Interim arrangements confirmed with Henderson Loggie for internal audit work. Audit / Fraud TL post to be re-advertised late summer.
- 3.6 Budget Challenge session completed with business cases identified to be worked up. Next round of budget challenge sessions arranged for September.
- 3.7 Annual Accounts - Accounts produced and presented to Council 28.6.12.
- 3.8 Annual Treasury Management Strategy report - submitted to Council for approval 28.6.12.
- 3.9 Support Services business plan finalised in preparation for loading onto Covalent. Team plans (operational) have been developed for all services.
- 3.10 Learning & development plan for support services to be created from output of PRD process. PRDs for service managers complete and PRDs across service teams completed or scheduled.
- 3.11 Review of financial resilience progressing well. Input from independent consultant (ex Audit Scotland) providing good intelligence and data to enable informed planning for future. Engagement with community partners continues. Report is due to be presented to the first Resource & Audit Committee in October.
- 3.12 TU engagement continues - with regular consultative meetings and quarterly tripartite meetings. TU reps are invited to be involved in key project work.
- 3.13 Local Government Election successfully delivered with excellent work from the democratic services team involved.
- 3.14 FVGIS initial contract review meeting held with FVGIS Chief Executive to discuss and agree future contract arrangements.

- 3.15 Annual Governance Statement - AGS produced following governance panel meetings with each service. Governance Manager has issued the Annual Governance statement for signature by the Chief Executive and the Leader of the Council. Peer challenge was a useful part of the process of embedding governance within all council services. Service Improvement Plans to be developed as a result of panel sessions. Corporate themes for improvement / action also identified.
- 3.16 Income and Charging policy- Options for discussion to form part of the budget challenge sessions in September
- 3.17 HR & Payroll system. Initial meetings taken place with nominated project team and supplier. Project plan developed and sub-groups created for specific work. Significant input will be required from services to ensure data is accurate.
- 3.18 Welfare Reform Working Group - This group is now formed with first meeting taking place 18.6.12. Revenue and Payments Manager to chair the group.

#### **4.0 Performance**

- 4.1 The majority of support services work supports the corporate priority of ensuring the Council is effective, efficient and recognised for excellence. However, both legal services and the revenues and payments team support the corporate priority of ensuring vulnerable people are supported.
- 4.2 The KPIs reported are those agreed for the Support Services business plan for 2012/13. Many of the agreed performance indicators relate to corporate performance and some will only be reported on an annual basis. Comments are made within the Covalent report (**Appendix 1**) with some additional information below.
- Support services achieved forecast budgeted savings for 2011/12.
  - Absence levels for each service remain within tolerable levels (once adjusted for long-term sickness)
  - Improved performance in rate of collection for council tax achieved in 2011/12
  - Improved performance in terms of debt collection
  - Support Services budget recorded an underspend of £655k in 2011/12, mostly through delays in restructuring service teams and being unable to fill some positions. Budget savings target was achieved and the budget has been realigned for 2012/13.

#### **5.0 Achievements**

- 5.1 Set out below are the achievements reported by all support services for the period April to June 2012.
- 5.1.1 Research & Development: ICT has developed a prototype ClacksCloud system for cloud based delivery of applications.
- 5.1.2 Customer Service Excellence The Support Services action plan is being rolled out to services. A small, cross-service working group is considering further actions. A reassessment is planned for November 2012.

- 5.1.3 Project management Training is being provided to a number of Support Services staff and a web-based Project Management tool is being trialled.
- 5.1.4 Accountancy team were nominated for national award by the previous external auditors.
- 5.1.5 Fibre infrastructure is now linking the Speirs Centre with Kilncraigs. This allows early entry to Speirs for the temporary library solution.
- 5.1.6 FVGIS contract finalised and terms agreed that will generate savings in 2013/14 and beyond.
- 5.1.7 Common Housing Register Project delivered, providing a web based tool for Housing to capture information about applicants and share the information securely with Council and partner organisations
- 5.1.8 Testing of managed wireless connections within IT is underway at Greenfield before rolling out this service wider across the council.
- 5.1.9 Annual Governance Statement was produced for sign off by the Chief Executive and the Leader of the Council. This is the first year that an Annual Governance Statement has been produced.

## **6.0 Opportunities, Challenges and Risk**

- 6.1 The following opportunities, challenges and risks have been identified by Support Service Management team between April and June 2012.
  - 6.1.1 The single status payments exercise has identified the opportunity to carry out a data matching exercise with the aim of finding a solution to the recovery of employee debt.
  - 6.1.2 Services are progressing joint working with colleagues from Stirling particularly to consider medium / long term options for provision of support services.
  - 6.1.3 The legal team are progressing the development of an in-house training programme in conjunction with Stirling colleagues to deliver identified training requirements to education and social services.
  - 6.1.4 The Forth Valley Data Sharing Agreement is under review. Draft document will be based on the Welsh Accord model. This will enable data sharing with partner organisations to become easier and more efficient.
  - 6.1.5 The Information Management Strategy document has been drafted - it links with the Governance Strategy and ICT Strategy. It will be a concise document supported by policies and protocols. It is intended to use a toolkit for managers for easy implementation.
  - 6.1.6 The ICT Asset Management Plan is being developed. This aims to confirm the council's future directions and aspiration for ICT services and simplify the management of all aspects of ICT. (it will align with the Information Strategy and support the ICT strategy)

- 6.1.7 New GLOW solution for schools has now been agreed by Scottish Government. The contract has been awarded to Microsoft. A transition period of 15 months has been agreed. Over time this will involve Clacks schools migrating to use Microsoft 365 Cloud offering. Clacks schools are well served in the interim.
- 6.1.8 Issues have been raised through an improved understanding and government decisions regarding implementation of Welfare Reform. It is increasingly unlikely that funding will be provided through any channel to reduce the risk of non-payment to councils and private landlords. The Revenues Team Leader is keeping all stakeholders informed of updates and the output of conferences and meetings.
- 6.1.9 Building works underway at Kilncraigs increases the risk of damage to fibres and other telecomms installations. Mitigation plans are in place plus a revised business continuity plan if required.
- 6.1.10 The risks associated with the future impact of Welfare Reform Act on all Council services are being documented and reported to Members and senior managers.
- 6.1.11 The future impact of Pensions Reform are being documented and financial impact and risk analysed. An implementation plan and communication plan will be produced through the payments team.
- 6.1.12 The future impact of the requirement for provision of locally managed social fund as a result of Welfare Reform has been escalated as a corporate risk. Further details required to confirm the measure of risk.
- 6.1.13 HSE will be introducing charges from October 2012 for any involvement in incident investigation or assistance following incident or accident. This is a corporate risk so will be escalated for inclusion on the corporate risk register. Considering specific training for services with high risk profile. SMF group offering management training.

## **7.0 Sustainability Implications**

7.1 None

## **8.0 Resource Implications**

### *8.1 Financial Details*

8.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

N/A

8.3 Finance have been consulted and have agreed the financial implications as set out in the report.

N/A

### *8.4 Staffing*

8.5 There are no staffing implications associated with this report

## 9.0 Exempt Reports

9.1 Is this report exempt? Yes  (please detail the reasons for exemption below) No

## 10.0 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 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)

## 11.0 Equalities Impact

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

## 12.0 Legality

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

## 13.0 Appendices

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

Appendix 1 - Covalent performance report


## 14.0 Background Papers

14.1 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

**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Julie Burnett	Senior Support Services Manager	








**Approved by**





<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Julie Burnett	Senior Support Services Manager	
Nikki Bridle	Director Finance & Corporate Services	






Support Services Business Plan 2012-13 Progress Report









KEY TO SYMBOLS









PI Status		PI Short Term Trends	
	Performance is worse than target and outwith tolerance		Improving
	Performance is worse than target but within tolerance		No Change
	Performance is meeting or exceeding target		Getting Worse
	See Latest Note for PI		









Action Expected Outcome	
	Complete within target
	Complete outwith target
	Fail to complete
	See Latest Note for Action









## 1 HIGH LEVEL SUMMARY









1 The area has a positive image and attracts people and businesses								
PIs		0		0		0		0
Actions		0		0		0		0









2 Our communities are more cohesive and inclusive								
PIs		0		0		0		0
Actions		0		0		0		0









3 People are better skilled, trained and ready for learning & employment								
PIs		0		0		0		0
Actions		0		0		0		0









4 Our communities are safer								
PIs		0		0		0		0
Actions		0		0		0		0

5 Vulnerable people and families are supported								
PIs		0		0		0		0
Actions		0		0		0		0

6 Substance misuse and its effects are reduced								
PIs		0		0		0		0
Actions		0		0		0		0





7 Health is improving and health inequalities are reducing								
PIs		0		0		0		0
Actions		0		0		0		0





8 The environment is protected and enhanced for all								
PIs		0		0		0		0
Actions		0		0		0		0



9 The council is effective, efficient and recognised for excellence								
PIs		0		0		0		13
Actions		0		1		8		0

**CORPORATE PRIORITY OUTCOME**

9 The Council is effective, efficient and recognised for excellence





Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
SUS COM 001	% of customers very or fairly satisfied with the overall service they received	N/A	75.00%	Not measured for Quarters		Data will be collated for year end report
SUS COM 002	% of customers very or fairly satisfied with the way the service handled any problems	N/A	75.00%	Not measured for Quarters		Customer satisfaction survey circulated June 2012.
SUS COM 003	% of customers very or fairly satisfied with the quality of information / advice / solution received	N/A	85.00%	Not measured for Quarters		Data will be collated for year end report
SUS COM 004	Number of complaints received	N/A	24	2		Both complaints related to Council Tax queries. Both resolved to customer's satisfaction.
SUS PEP 002	Support Service sickness absence levels	3.47%	3.25%	Not measured for Quarters		Whilst there was some minor variation in the second half of 2010/11, strong performance has been maintained over the year as a whole.
SUS PEP 003	% of staff within Support Services who have had a regular 121 or team meeting within the last 6 months	N/A	100.00%	Not measured for Quarters		Data will be collated for year end report
SUS SER 002	% available hours lost on ICT Systems due to unplanned incidents	0.06%	0.03%	0.14%		Two system stops in May impacted on availability stats, though outages occurred and were rectified before 9am so impact on actual availability was minimised. Additional system monitoring implemented to give early warning of potential problems and more capacity added to servers to reduce impact of future stops.
SUS SER 003	Percentage of projects proceeding within agreed timescales / targets	N/A	75.00%	Not measured for Quarters		Data will be collated for year end report
SUS SER 004	Percentage score in procurement health check	33.00%	37.00%	Not measured for Quarters		Procurement Health Check due November 2012
SUS SER 005	Number of days taken on average to process claims - changes (Revenues and Payments)	8	8	11		Number of days taken to process benefit claims adversely affected by the introduction of the DWP ATLAS system
SUS SER 006	Number days taken on average to process new claims - changes (Revenues and Payments)	26	25	32		Number of days taken to process benefit claims adversely affected by the introduction of the DWP ATLAS system

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
SUS SER 007	Debt collection rates in year	83.73%	90.00%	53.03%		Relates to sundry debt collection - on target
SUS SER 008	Debt collection rates > 90 days	42.24%	30.00%	42.30%		Behind target but improvement from 2011/12 at this time (52%)
SUS SER 009	Information Strategy completed and actioned	N/A	100%	Not measured for Quarters		Information strategy drafted for Council in October 2012
SUS SER 010	Payment of suppliers within agreed timescales	86.0%	90.0%	Not measured for Quarters		The reason for the improvement in 2011/12 is better communication between Creditors section & services, where services are advised more promptly of repeated occurrences of late submission of invoices..
SUS SER 011	Accuracy of payroll information	99.71%	99.85%	Not measured for Quarters		Data will be collated for year end report
SUS SER 012	Council Tax collection rate	93.9%	95.5%	34.5%		On target and level with 2011/12 performance at this time
SUS SER 013	Production of Annual Governance Statement	N/A	100.00%	100.00%		Annual Governance statement issued in draft form in July 2012
SUS SER 014	Review and revision of financial regulations completed	N/A	100.00%	Not measured for Quarters		Performance will be reported in year end report
SAP S01 SUS	Staff survey - Support Services staff - I am satisfied with my job	56.6%	75.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
SAP S03 SUS	Staff survey - Support Services staff - I am proud to work for the Council	44.7%	60.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
SAP S04 SUS	Staff survey - Support Services staff - I feel that the Council is an equal opportunities employer	68.4%	80.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
SAP S05 SUS	Staff survey - Support Services staff - I have the materials, information and support I need to do my work	64.0%	100.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
SAP S06 SUS	Staff survey - Support Services staff - I intend to continue working for the Council	67.1%	75.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
SAP S11 SUS	Staff survey - Support Services staff - I receive feedback from my line manager	51.3%	65.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
SAP S13 SUS	Staff survey - Support Services staff - My senior managers demonstrate strong and consistent leadership skills	38.2%	65.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
SAP S14 SUS	Staff survey - Support Services staff - I have a Performance Review & Development meeting at least once a year	78.7%	100.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
SAP S18 SUS	Staff survey - Support Services staff - Senior Managers (received an appropriate level of leadership coaching)	50.0%	80.0%	Not measured for Quarters		Staff survey due autumn 2012
SAP S22 SUS	Staff survey - Support Services staff - I get health and safety information which is relevant to me and my work	75.0%	100.0%	Not measured for Quarters		Staff survey due autumn 2012
SAP S24 SUS	Staff survey - Support Services staff - I am encouraged to make suggestions to improve the service	68.0%	80.0%	Not measured for Quarters		Staff survey due autumn 2012
SAP S26 SUS	Staff survey - Support Services staff - I have contributed to my team's future plans	56.0%	80.0%	Not measured for Quarters		Staff survey due autumn 2012
SAP S29 SUS	Staff survey - Support Services staff - I feel that communication across my service/team is good	46.1%	75.0%	Not measured for Quarters		Staff survey due autumn 2012, results in Q4
ACC BUV SUS	Financial outturn of Support Services compared with budget	-£655k	£0k	Not measured for Quarters		Financial performance reported separately
SUS COM 005	Percentage of Support Services Freedom of Information requests dealt within timescale	96.20%	100.00%	96.39%		Two enquiries were not dealt with within timeframe due to complexity of request and staff absence
SUS COM 006	Percentage of Support Services Councillors Enquiries dealt within timescale	100.00%	100.00%	100.00%		
SUS COR 001	% of staff who have completed the basic Fire safety training in the last 36 months	11.0%	100.0%	Not measured for Quarters		Data will be collated for year end report
SUS COR 002	% of managers who have reviewed their Health and Safety Risk Assessment in the last 12 months	50.0%	100.0%	Not measured for Quarters		Data will be collated for year end report
SUS COR 003	Ratio of capital financing costs to net revenue expenditure: General fund	7.93%	7.94%	Not measured for Quarters		Data will be collated for year end report
SUS COR 004	Ratio of capital financing costs to net revenue expenditure: HRA	20.63%	18.50%	Not measured for Quarters		Data will be collated for year end report
SUS COR 005	Target level of uncommitted financial reserves is achieved.	2.00%	3.00%	Not measured for Quarters		Data will be collated for year end report

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
SUS COR 007	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations ) cases reported	0	0	0		There have been no RIDDOR cases reported within support services
SUS COR 008	Percentage of Councillor Enquiries dealt within timescale (all services)	N/A	100.00%	100.00%		
GOV FOI 001	Percentage of Council FOI enquiries dealt with within timescale	97.4%	100.0%	98.1%		We continue to raise awareness of the importance of prompt response. We meet management teams and Monitoring Officers, and circulate monthly statistics and awareness notes to all staff. Guidance will be refreshed and re-circulated as part of general improvements to wider information management.
SUS PEP 001	Percentage of staff that attend, or have the opportunity to attend, regular team meetings	N/A	80.0%	Not measured for Quarters		Data will be collated for year end report

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SUS GOV 001	Consistent and strong messages regarding governance arrangements from CMT and SMF	31-Mar-2013			Governance panel sessions held during June 2012. Wider understanding of governance and what it means to services improving. Annual Governance Statement draft issued for signature.
SUS GOV 002	Appropriate challenge if corporate governance stance is not followed by senior managers	31-Mar-2013			Peer challenge sessions held with all services providing challenge for each service. Service and corporate improvement plans being developed as a result as a sessions.
SUS SUS 001	Engage with services and management teams to ensure Relevant service is involved at an early stage of any project or restructure	31-Mar-2013			Service managers engaged with identified service; attending service management team meetings. Project coordinator being appointed.
SUS SUS 002	Regular engagement with services and develop awareness of future plans	31-Mar-2013			Early request for information of each service's plans for 2012/13 received good response. Support services planning and allocating resources based on this information.
SUS SUS 003	Work with services to develop their understanding of why certain actions might prove detrimental to the council or service	31-Mar-2013			Attending service management team meetings and also developing good working relationships with management teams to improve understanding whilst recognising frustrations.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
SUS SUS 004	Be prepared to challenge actions or behaviour that does not comply with accepted practice or council policy or standing orders	31-Mar-2013	35%		Challenging incorrect actions when made aware but through discussion of impact of incorrect action or not following agreed corporate / legal protocols.
SUS SUS 005	Ask for clear direction of service or council. Ensure full understanding so service can be designed to support achievement of vision	31-Mar-2013	0%		Unclear on future direction of council and therefore how services could change in future to meet needs of other council services. (exception, new HOS post in housing) Unsure of how new committee structure will impact.
SUS SUS 006	Manage expectations and provide clarity around what support is available and adopt a proactive approach with customers	31-Mar-2013	45%		Through communication and discussion with service management teams have started to be clearer about what support services can provide. Proactive approach improving as a result of improved understanding of
SUS SUS 007	Consider and adopt different ways of working within existing resource. More efficient/effective working practices to improve the customer experience	31-Mar-2013	10%		Started to consider how existing workload could be delivered differently (HR service) Work still required for other services.



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**Report to Resource & Audit Committee**

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**Date:** 4 October 2012

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**Subject:** Quarter 1 Financial Performance - Support Services

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**Report by:** Accountancy Manager

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide the financial performance position to date on the delivery of the approved budget for Support Services during the first quarter of this financial year.

**2.0 Recommendations**

- 2.1. The Committee is asked to note the report, comment on and challenge the current financial position.

**3.0 Background**

- 3.1 Following the recent changes to the political decision making structures, it has been agreed that Service Committees will receive a budget monitoring report at each meeting. In some instances this will require a re-alignment of service budgets to appropriate committees, but in the instance of Support Services all the activities of the service are covered by this Committee.
- 3.2 Service Budget monitoring reports are provided in more detail than the overall Council position reported separately. This report is intended to complement the Corporate reporting arrangements. Members should 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.
- 3.3. The activities of Support Services are categorised under the following main headings.

<b>Support Services</b>	<b>Description</b>
Director	Staffing and supplies and services budget for the Director of Finance & Corporate Services
Accountancy	This budget covers the management and corporate accountancy teams.
Revenues & Payments	This budget includes all revenues services, payroll, creditors and internal audit.
Head of Support Services	Staffing and supplies and services budget for the Head of Support Services, this role is currently filled by Senior Support Services Manager.
Governance	This budget includes legal services, HR, democratic services, procurement and Health & Safety.
IT	This budget includes services relating to ICT development services, client & customer support, network & technical, ICT for education and Forth Valley GIS contract.

#### **4.0 Budget Position**

- 4.1 The undernoted table outlines the financial position as at end of July comparing the projected expenditure for this period with the profiled budgeted expenditure. A detailed analysis of variances in respect of each service area is attached in the appendix to the report.
- 4.2 The variance against ICT to date can generally be attributed to IT expenditure funded by grant income which hasn't been received yet, therefore IT is overspend to date but will make a full year saving.
- 4.3 The variance shown against Accountancy is due to the late completion of the service restructure and a fee accrual for Audit from 2011/12.
- 4.4 The variance shown against Revenues & Payments relates to the late completion of the Audit and Fraud restructure, income being higher than budgeted for and a variance in invoices from a key supplier related to a system upgrade.
- 4.5 The variance in the Governance service is due to delays in restructuring the HR service and the wider Governance service as well as higher income levels being achieved by the legal team.

4.6 This monitoring report only focuses on budgeted expenditure against actual expenditure to date, but it is the intention that once all financial reporting parameter are aligned for all services, that at a future date outturn reporting will be incorporated into these monitoring reports.

	<b>Annual Budget</b>	<b>Budget to 31/07/2012</b>	<b>Actual to 31/07/2012</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Director	114	40	39	(1)
Accountancy	1,340	393	232	(161)
Revenues & Payments	998	411	291	(120)
Head of Support Services	97	34	24	(10)
Governance	1,594	543	411	(132)
IT	1,914	715	769	54
<b>Total</b>	<b>6,057</b>	<b>2,136</b>	<b>1,766</b>	<b>(370)</b>

## 5.0 Progress in Delivering Planned Budget Savings in 2012/13

5.1 The 2012/13 budget incorporated savings of £19k for Support Service through a combination of budget challenge savings, management actions and specific Council decisions. At the first quarter of the year we are able to report that the project specification is currently being agreed and will be issued for tender. The project is expected to be implemented by April 2013 therefore the saving will be delayed but will be offset in the 2012/13 budget year by projected cash savings.

The table below summarises the position.

<b>Description of Saving</b>	<b>Saving 2012/13</b>	<b>Progress</b>	<b>Comment</b>
	<b>£</b>	<b>£</b>	
Procurement of a Corporate Arrears Recovery System	(19,000)	0	Project team now set up and tender underway to procure system. Savings will be realised in 2013/14

## 6.0 Planned Developments

6.1 The Budget Strategy report considered by the Council on 16 August outlined the progress made and associated timelines for business case development and consultation through the use of a standard template. Support Services

are currently working on business cases, which will take forward the outputs suggested at the budget challenge session. At future meetings, it is the intention that this Committee will be provided with updates on progress on these developments and highlight any significant issues or considerations.

6.2 It is recognised that across all Council Services there have been significant changes in budget holders following the restructuring activity. This is an opportune time to provide specific training on financial management and budget holder responsibilities.

6.3 In many cases the restructuring activity is ongoing, and this will necessitate continual re-alignment of budgets to match budget holder responsibilities.

## 7.0 Conclusions

7.1 This is the first financial monitoring report under the new Committee reporting arrangements. The process, together with style and content, will need time to develop, and will evolve in response to perceived needs. The important factor is that these reports are seen as a positive development in aiding effective scrutiny of Service budgetary performance.

7.2 The budget monitoring approach is being designed to link with other reporting arrangements. In other words, the Service Committee financial reports will feed into the corporate financial reporting through the Resources and Audit Committee, and Council Budget Strategy updates.

## 8.0 Sustainability Implications

8.1 N/A.

## 9.0 Resource Implications

9.1 The financial implications are outlined within the 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 tick )

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)

None

**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? N/A

**13.0 Legality**

13.1. In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

**14.0 Appendices**

14.1. Budget v Actual detailed variances.

**15.0 Background Papers**

11.1 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


Clackmannanshire Council General Services Revenue and Capital Budget 2012/13

Clackmannanshire Council: Budget Strategy Update 16 August 2012

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Martin Dunsmore	Service Manager - Accountancy	2041

**Approved by**

NAME	DESIGNATION	SIGNATURE
Martin Dunsmore	Service Manager - Accountancy	
Nikki Bridle	Director Finance & Corporate Services	

**Support Services Budget to Date v Actual to Date**

	<b>Budget to Date £'000</b>	<b>Actual to Date £'000</b>	<b>Variance £'000</b>
<b><u>Support Services</u></b>	<b><u>2,136</u></b>	<b><u>1,766</u></b>	<b><u>(371)</u></b>
<b><u>Main Variance Reasons</u></b>			
<b>Director</b>	<b>40</b>	<b>39</b>	<b>(0)</b>
<b>Accountancy</b>			
Delays in restructuring to achieve savings. Posts will be appointed from 1.10.12			
Variance to date due to Audit fee accrual waiting on final invoice from prior year.			
<b>Accountancy</b>	<b>393</b>	<b>232</b>	<b>(161)</b>
<b>Revenues &amp; Payments</b>			
Delayed restruncture, plans in place to complete by December 2012			(29)
Northgate invoices budget to be aligned with expected upgrade schedule.			(37)
Income from court expenses recovered, currently received higher than budget forecast			(41)
Other			(13)
<b>Revenues &amp; Payments Total</b>	<b>411</b>	<b>291</b>	<b>(120)</b>
<b>Head of Service</b>			
Post filled at lower grade			
<b>Head of Service Total</b>	<b>34</b>	<b>24</b>	<b>(11)</b>
<b>Governance</b>			
Delays in restructuring. Posts will be filled following detailed business planning			
Higher income than anticipated			
<b>Governance Total</b>	<b>544</b>	<b>411</b>	<b>(133)</b>
<b>IT</b>			
Some vacancies remain to be filled, difficulty in recruiting skilled employees. Final restructure will follow			
ICT strategy being approved			
Overspend to date relates to Clacks Max broadband update £80k first invoice received but grant funding			
still to be received			
<b>IT</b>	<b>715</b>	<b>769</b>	<b>54</b>
<b>Support Services Total Variance To Date</b>	<b><u>2,136</u></b>	<b><u>1,766</u></b>	<b><u>(371)</u></b>

**Report to Resources and Audit Committee**

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**Date: 4 October 2012**

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**Subject: Education Scotland - Her Majesty's Inspectorate of Education  
Inspection Performance Update:**

**Menstrie Primary School and Nursery Class  
St. John's Primary School and Nursery Class**

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide the Resources and Audit Committee with an update on the inspection performance of establishments (April to June 2012) and to inform the committee of the involvement of heads of establishments in reporting future inspection performance to the committee.

**2.0 Recommendations**

- 2.1. To note the inspection performance of establishments inspected in the first quarter of 2012/2013.
- 2.2. To note the future involvement of heads of establishments in reporting on inspection performance to committee.

**3.0 Considerations**

- 3.1. Education Scotland provides assurance on the quality of Scottish education and promotes improvement and innovation to enhance learners' experiences securing better outcomes for children and young people.
- 3.2. Her Majesty's Inspectors of Education report on the quality of children and young people's learning and achievement. There is a particular focus on the development of children and young people's skills and understanding in literacy, numeracy, health and wellbeing.
- 3.3. Her Majesty's Inspectors of Education report on the performance of establishments against a number of key questions and quality indicators (QIs) – see appendix 1. Three Quality Indicators are required for measuring success within the Single Outcome Agreement. These are the core Quality Indicators that are outcomes focused:

- 1.1 Improvements in performance

- 2.1 Learners' experiences
- 5.3 Meeting learning needs

- 3.4. The national measure of a positive inspection is to achieve evaluations of satisfactory or better in the three core Quality Indicators.
- 3.5. A nursery within a primary school is inspected as part of the school. The evidence from the nursery class and the school is taken together and used to evaluate two QIs, Curriculum and Improvement through self-evaluation. The three core QIs are evaluated separately for the nursery class and the school for the purpose of reporting performance within the Single Outcome Agreement.
- 3.6. Overall performance is positive with all establishments achieving evaluations of satisfactory or better. There is no follow through inspection of these establishments. Appendix 2 and Appendix 3 provides the detail of each inspection.
- 3.7. The performance of establishments is subject to ongoing challenge and support from the Education Service. Establishments will continue to take forward a programme of improvement through improvement planning.
- 3.8. The table below provides an overview of inspection performance April to June 2012:

Establishment/Quality Indicator	1.1	2.1	5.3	5.1	5.9
<b>Menstrie Primary School</b>	Good	Good	Good	Satisfactory	Good
<b>Menstrie Nursery Class</b>	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Good
<b>St John's Primary School</b>	Very good	Very good	Very good	Good	Very good
<b>St John's Nursery Class</b>	Very good	Very good	Very good	Good	Very good

- 3.9. The involvement of heads of establishment in future reporting to committee would provide an opportunity for elected members to engage directly with heads of establishments on performance. It is planned to involve heads of establishment in future reporting to this committee.

#### **4.0 Sustainability Implications**

- 4.1. The paper has no sustainability implications.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. There are no financial implications.

Yes

5.3 Finance have been consulted and have agreed the financial implications as set out in the report.  
N/A Yes

5.4 *Staffing*  
There are no staffing implications.

**6.0 Exempt Reports**

6.1. Is this report exempt? Yes  (please detail the reasons for exemption below) No   
N/A

**7.0 Declarations**

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please tick ())

- 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)

**8.0 Equalities Impact**

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

**9.0 Legality**

9.1 In adopting the recommendations contained in this report, Yes   
the Council is acting within its legal powers.

**10.0 Appendices**

- 10.1 Appendix 1: Education Scotland - Key questions/Quality Indicators (QIs)
- Appendix 2: Education Scotland Inspection St John’s Primary and Nursery Class

Appendix 3: Education Scotland Inspection Menstrie Primary and Nursery Class


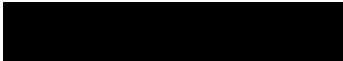
**11.0 Background Papers**

11.1 None

**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Alan Milliken	Assistant Head of Education	452432

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Belinda Greer	Head of Education	
<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Elaine McPherson	Chief Executive	

### Education Scotland - Key questions and Quality Indicators (QIs)

Her Majesty's Inspectorate of Education use the undernoted questions to evaluate the performance of an establishment. These key questions help to evaluate the establishment's performance against key linked indicators that feature as part of all inspections.

Key questions	Linked Quality Indicators *
How well do children and young people learn and achieve?	1.1 Improvements in performance 2.1 Learners' experiences
How well does the school support children and young people to develop and learn?	5.1 Curriculum 5.3 Meeting learning needs
How well does the school improve the quality of its work?	5.9 Improvement through self-evaluation

\* Indicators are taken from the How Good is Our School framework.



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24 April 2012

Dear Parent/Carer

**Menstrie Primary School and Nursery Class  
Clackmannanshire Council**

Recently, as you may know, my colleagues and I visited and inspected your child's school. Throughout our visit, we talked to many parents and children and we worked closely with the headteacher and staff. We wanted to find out how well children were learning and achieving and how well the school supported children to do their best. The headteacher shared with us the school's successes and priorities for improvement. We looked at some particular aspects of the school's recent work, including the impact of improvements it had been making to health and wellbeing, writing, active and outdoor learning in the early years and transitions from nursery to P1. As a result, we were able to find out how good the school was at improving children's education. I would now like to tell you what we found.

**How well do children learn and achieve?**

We found that children are learning well, are happy and engage well in their learning. In the nursery, children are forming positive relationships with staff and one another. Most are enthusiastic about their learning. Staff now need to consult more with children and give them opportunities to make decisions in their learning. Across the primary stages, almost all children are well behaved and motivated in their learning. In most lessons, children have opportunities to be active and plan aspects of their learning. At most stages, staff use learning logs and homework walls successfully to involve children more with their learning. There is scope to extend all of these approaches further and to all classes. Children participate well in a range of sporting activities. They achieve success with partners in the local community. At all stages, children have a very good awareness of eco issues. Children talk enthusiastically about the work of the Rights Respecting School group. Staff celebrate children's achievements well. They should now continue with plans to track children's achievements more closely.

Many children are achieving well but across the nursery and school progress in some areas of learning needs to be stepped up. Most children are developing their literacy and numeracy skills well. In the nursery, children speak confidently and can make their needs known. Most are developing their ability to listen to adults and other children. Children are becoming familiar with labels displayed around the playroom. The majority of older children in the nursery recognise their name in print. Children enjoy using early numbers in their play. Across the primary classes, children are developing their reading skills steadily but some could be challenged more. By the upper stages, most children are able to summarise content and identify key questions for discussion. Children write for a growing range of purposes.

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<sup>1</sup> This is a service for deaf users. Please do not use this number for voice calls as this will not connect.

Although there are recent signs of improvement, children's achievement in writing remains too low and they need to write more often. Most children are motivated by their mathematics and numeracy work and are making suitable progress. In most classes, children are developing their numeracy skills well across the curriculum. Across the school, children have a very good awareness of health and wellbeing. This is a strong feature of the school. Children know what they need to do to have a healthy lifestyle. At all stages, children's skills in art and design are developing very well. Children achieve well through a range of out-of-class activities.

### **How well does the school support children to develop and learn?**

Staff know children very well and provide a high level of pastoral care and support. They address the emotional and mental wellbeing of children very effectively. In the nursery, children experience a broad range of activities. The majority of activities and resources address children's interests and meet their needs. However, not all children are sufficiently challenged in their learning. In the school, tasks and activities are set at an appropriate level of difficulty for children in most lessons. However, this is not consistent in all lessons. At times, the pace of lessons could be increased to create more challenge for all children. Children requiring additional support with their learning are clearly identified. A very effective system of intervention helps staff target meaningful support in partnership with a wide range of specialists. Individual support plans are in place for identified children. Staff provide children with a broad curriculum which is improving as teachers gain confidence in using Curriculum for Excellence. Staff have identified that more meaningful links need to be made across children's learning so that children can practise important skills for learning, life and work. Children would benefit from increased opportunities to extend their literacy and numeracy skills in real-life contexts. Staff use the outdoors well to enhance the curriculum. Parents give valuable support to the school and help in a range of ways. Transition arrangements into P1 and into secondary school support children very well.

### **How well does the school improve the quality of its work?**

We are confident that the school has effective approaches to improving the quality of its work. The recently-appointed headteacher, supported by two principal teachers, has a very clear vision for the school. She has worked hard to create a very strong ethos for learning. Staff are keen to improve children's learning and work well as a team. They ask children and parents for their views to help them evaluate the work of the school. The headteacher and staff now use a range of successful strategies to monitor the work of the school. As a result, noticeable improvements have taken place since these approaches were introduced. All staff now need to embed these strategies fully. Because of the highly-effective leadership of the headteacher, the teamwork of all staff and the continuing support from the education authority, the school is in a very strong position to improve further.

This inspection of your school and nursery class found the following key strengths.

- Happy, confident children who engage well in their learning.
- Children's skills in art and design.
- Partnership working with a range of agencies to support children's learning.
- Promotion of mental, emotional, social and physical health and wellbeing.
- Teamwork of staff, and the inspirational leadership of the headteacher, in securing school improvement.

We discussed with staff and the education authority how they might continue to improve the school and nursery class. This is what we agreed with them.

- Continue to develop Curriculum for Excellence and increase opportunities for children to develop their literacy and numeracy skills in real-life contexts.
- Ensure the pace and challenge in lessons meets the needs of all children.
- Continue to improve attainment, particularly in writing.

We are satisfied with the overall quality of provision. We are confident that the school's self-evaluation processes are leading to improvements. As a result, we will make no further visits in connection with this inspection. The local authority will inform parents about the school's progress as part of the authority's arrangements for reporting to parents on the quality of its schools.

Alan Urquhart  
HM Inspector

Additional inspection evidence, such as details of the quality indicator evaluations, for your school can be found on the Education Scotland website at <http://www.hmie.gov.uk/ViewEstablishment.aspx?id=7980&type=2>.

Please contact us if you want to know how to get the report in a different format, for example, in a translation. You can contact us at [enquiries@educationscotland.gsi.gov.uk](mailto:enquiries@educationscotland.gsi.gov.uk) or write to us at BMCT, Education Scotland, Denholm House, Almondvale Business Park, Almondvale Way, Livingston EH54 6GA.

If you want to give us feedback or make a complaint about our work, please contact 01506 600200, or write to us at the above address or e-mail: [feedback@educationscotland.gsi.gov.uk](mailto:feedback@educationscotland.gsi.gov.uk).



19 June 2012

Dear Parent/Carer

**St John's Primary School and Nursery Class  
Clackmannanshire Council**

Recently, as you may know, my colleagues and I visited and inspected your child's school. Throughout our visit, we talked to many parents and children and we worked closely with the headteacher and staff. We wanted to find out how well children were learning and achieving and how well the school supported children to do their best. The headteacher shared with us the school's successes and priorities for improvement. We looked at some particular aspects of the school's recent work, including developments in writing and how children learn cooperatively. As a result, we were able to find out how good the school was at improving children's education. I would now like to tell you what we found.

**How well do children learn and achieve?**

Across the school and nursery class, children learn and achieve very well. They are confident and participate enthusiastically in their learning. The calm and purposeful atmosphere promotes a very positive environment for learning. Children are clearly proud of their school. In the nursery class, children are becoming successful learners and are learning to work independently and in small groups. They are developing confidence through taking part in activities within their local community, for example visits to the local park. Children are regularly consulted by staff and make decisions about what they want to learn. They are capable of taking on even further responsibilities and develop greater independence. In the primary classes, children work well individually and cooperatively in groups. Increasingly, they show confidence in sharing and discussing their learning with adults and each other. They plan and assess aspects of their own learning successfully. Children enjoy being at school and actively contributing to making it an even better place. They do this very well through, for example, the eco committee, pupil council and being buddies.

In the nursery, children are making very good progress in their learning. They listen very well to adults and increasingly to one another. They enjoy looking at books and sharing stories with adults. In the primary classes, almost all children are making very good progress with their skills in literacy and numeracy. Children listen and talk well in groups. They are enthusiastic about reading. At the early stages, they enjoy stories around their Fairyland topic. The quality of children's writing is particularly strong. There are many examples of very good pieces of writing around the school. Children's understanding and application of numeracy skills is very sound. They benefit from practical activities that apply what they have learned about numbers,

measuring or shapes. Children achieve very well in the expressive arts and enjoy participating in a range of musical activities including a popular singing club. They achieve well in a wide range of sporting activities. Children are very aware of environmental issues and can discuss what they need to do to keep healthy.

### **How well does the school support children to develop and learn?**

Across the school and nursery, staff support children very well. There is a very inclusive ethos with pastoral care of a very high quality. In the nursery class, staff plan stimulating activities to meet children's individual needs and interests. Children's profiles clearly show children's next steps in learning. At the primary stages, tasks and activities in classes meet the needs of children appropriately. Staff are now tracking children's progress more effectively. They should continue with plans to develop this further. Children requiring additional help with their learning are supported very well. Their needs are identified early and focussed individual plans put in place. The school ensures that parents are fully involved. Support staff and visiting professionals make a valuable contribution to supporting children's learning. This is all coordinated very well indeed and is a strong feature of the school and nursery. Staff provide children with a broad and balanced curriculum. They are using the experiences and outcomes of Curriculum for Excellence with growing confidence. They now need to continue to develop a clearer pathway through the experiences and outcomes and make more meaningful links across children's learning. A range of visiting specialist teachers support children's learning very well. Very effective arrangements are in place to ensure that transitions are smooth for pre-school children moving to primary school, and for P7 children to Alloa Academy.

### **How well does the school improve the quality of its work?**

We are confident the school and nursery will continue to improve their work. Staff have developed as a strong team who work very well together to make improvements. They are very reflective practitioners. The headteacher is highly regarded by the school community, knows children and families very well and shows a passionate commitment to the school. As such, the school has a very clear sense of direction. Children are increasingly influencing decisions which affect them, including aspects of their learning. Partnership working with parents and others involved in the life of the school is very strong. The senior management team and staff use an effective range of approaches to monitor and evaluate the work of the school and nursery. These include class visits and discussions with children. Staff have an accurate picture of what the school does well and areas that could be improved. All of this, together with the very effective leadership of the senior management team, and the continued support from the local authority, places the school in a very strong position to improve further.

This inspection of your school and nursery class found the following key strengths.

- Confident and happy children who are proud of their school.
- Very welcoming and highly-inclusive ethos in the nursery and school.
- The commitment of staff in continuous improvement.
- High level of pastoral care and support for children led by the highly-respected leadership of the headteacher.

- Children's achievements in the expressive arts.
- Partnership working with parents and all who contribute to the life of the school.

We discussed with staff and the education authority how they might continue to improve the school and nursery class. This is what we agreed with them.

- Continue to develop the curriculum taking account of Curriculum for Excellence.
- Increase opportunities for children to make effective links across their learning.

### **What happens at the end of the inspection?**

We are satisfied with the overall quality of provision. We are confident that the school's self-evaluation processes are leading to improvements. As a result, we will make no further visits in connection with this inspection. The local authority will inform parents about the school's progress as part of the authority's arrangements for reporting to parents on the quality of its schools.

Alan Urquhart  
HM Inspector

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