
Report to Resources & Audit Committee

Date of Meeting: 4 October 2012

Subject: Strategy & Customer Services Performance Report

Report by: Head of Strategy & Customer Services

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



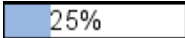

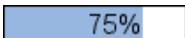



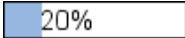

Covalent Ref.	PI Description	2011/12	2012/13	Q1 2012/13		Latest Note
		Value	Target	Value	Short Trend	
BUS BUS 002	Customer satisfaction with overall experience of Business Support	84%	90.0%	Not measured for Quarters		Data available Q2.
CUS REG 001	Customer satisfaction with overall experience of with 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	 100%		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	 25%		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	 75%		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	 0%		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	 20%		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.