
Report to Audit & resource Committee

Date of Meeting: 4 October 2012

Subject: Support Services Performance report 1.4.12 – 30.6.12

Report by: Senior Support Services Manager

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)








| NAME | DESIGNATION | TEL NO / EXTENSION |
|---------------|---------------------------------|---------------------------|
| Julie Burnett | Senior Support Services Manager | |





Approved by

| NAME | DESIGNATION | SIGNATURE |
|---------------|---------------------------------------|---|
| 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 | <div style="width: 75%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">75%</div></div> | | 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 | <div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div> | | 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 | <div style="width: 50%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">50%</div></div> | | 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 | <div style="width: 60%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">60%</div></div> | | 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 | <div style="width: 20%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">20%</div></div> | | 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. |

