

Date of Meeting: 20 June 2013

Subject: Strategy & Customer Services Business Plan 2013/14

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. This report presents the Strategy & Customer Services Business Plan for 2013/14 to Resource & Audit Committee for consideration.

2.0 Recommendations

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

- 3.1. The Business Plan sets out the objectives and aims of the service (see Appendix 1). It is aligned with Taking Clackmannanshire Forward and the draft the Single Outcome Agreement.
- 3.2. The Plan has been developed using a wide range of intelligence sources, for example, customer insight, performance results and self assessment, including a governance self assessment validated through peer review.
- 3.3. Its format follows corporate guidance and good practice, and is set out in 4 distinct sections: service overview, key issues, approaches and delivery plan. The delivery plan contains detail of the actions we will take to improve performance, the performance measure we will use to gauge progress against stated outcomes, and the risks we believe, should they materialise, may affect our ability to deliver services and intended performance outcomes.
- 3.4. Once finalised, Business Plan will be available all to stakeholders through Clackswab. It has been translated into operational plans for the 3 main business units within Strategy and Customer Services, and in turn team plans. These will form the basis for staff PRDs, ensuring that staff objectives and learning and development plans are firmly based in a shared vision and outcomes.

- 3.5. The Business Plan will be delivered within the budget approved for Strategy & Customer Services at the Special Council meeting of the 8 February 2013. As such, there are no direct financial implications arising from this report.

Conclusions

- 3.6. The Business Plan sets out the objectives and aims of Strategy & Customer Services for the year 2013/14. It will be translated into individual objectives and learning plans through the PRD process, so that all staff are working towards the delivery of the Council's stated outcomes within Taking Clackmannanshire Forward.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications associated with this report.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. 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

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

5.4. *Staffing*

- 5.5. There are no direct staffing implications associated with this report.

6.0 Exempt Reports

- 6.1. 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 | <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 checked="" 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

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".

Appendix A - Strategy & Customer Services Business Plan 2013/14

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

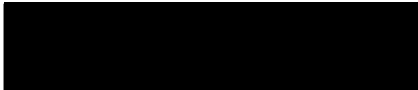
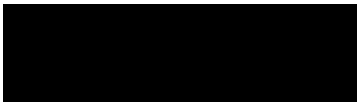
Corporate Plan 2013 - 2017

Draft Single Outcome Agreement (SOA)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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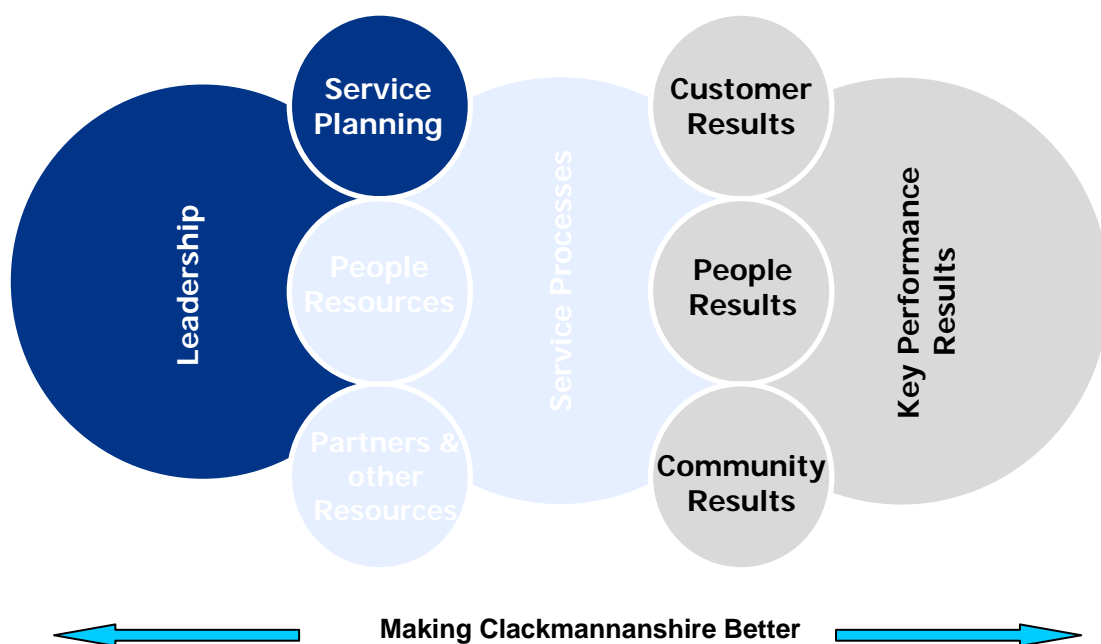
Approved by

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

Strategy & Customer Services



Business plan 2013-14



Clackmannanshire Council

www.clacksweb.org.uk

1 STRATEGY & CUSTOMER SERVICES OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

Purpose

Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific.

Its main objectives are to:

- support the strategic positioning of the Council by:
 - developing and supporting effective strategic partnerships through the mechanism of community planning;
 - promoting strategic policy cohesion within the Council;
 - enhancing the strategic capacity of the Council;
- enhance corporate performance and service delivery by:
 - providing effective internal services including business support, communications, research, performance and strategy development;
- deliver excellent services in local communities by:
 - providing effective external customer services through a range of access points including libraries, local offices, registrars, contact centre and clacksweb;
 - providing opportunities for community learning and development;
 - co-ordinating the organisation's response to major incidents and emergencies.

Vision & Guiding Principles

As part of Finance & Corporate Services, working together with colleagues in Support Services, our vision is:

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.

To achieve our Vision, our **Guiding Principles** are:

- Continuous improvement
- Customer service excellence
- Value our people
- Effective governance and stewardship
- Transparency
- Sustainability
- Equality

Values & Behaviours

As a service we share the Council's **CORE values**, those being:

Commitment, Trust and Partnership

Openness and Accountability

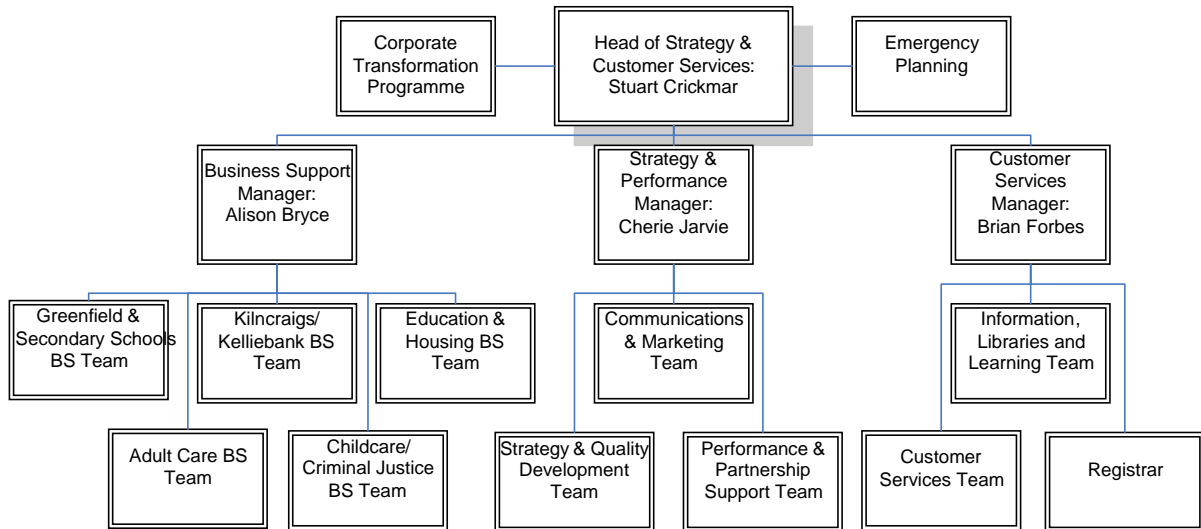
Respect and Dignity

Equity, Fairness and Inclusion

We are committed to the following **Behaviours**:

- Openness and integrity
- Focus on quality
- Confidence and "can do"
- Team work
- Listening
- Responsibility & accountability
- Supportive leadership

1.2 SERVICE STRUCTURE



1.3 BUDGET - 2013/14

REVENUE BUDGET	
Total Budget	£7,020,000

CAPITAL BUDGET	
Total Budget	NONE

2 KEY ISSUES FOR THE SERVICE

In reaching these key issues, the following have been considered:

- Governance Statement;
- CIM and CSE improvement planning;
- corporate policies & strategies, particularly those we have responsibility for;
- corporate and service risk register;
- staff feedback including results from the staff survey;
- feedback from customers and results from our customer surveys;
- feedback from communities, partners and other stakeholders;
- performance Results from previous Business Plan;
- PESTLE/SWOT analysis.

The following have been identified as key issues for the service during this business planning year:

- support the transition to an integrated systems approach, focused on prevention and early intervention and local engagement and development, as defined in the SOA, corporate priorities and Making Clackmannanshire Better programme;
- we need to maintain a focus to ensure the service continues to reduce costs in a managed way whilst maintaining a reputation for the delivery of high quality services;
- a significant element of the above, is our need to ensure the adoption of new ways of working, with the move to Kilncraigs in late 2013 being a significant transition for the service, staff and customers - our intention is a managed transition to appropriate work styles for all staff that improve work/life balance, whilst enhancing the customer experience, reducing costs as well as our service environmental footprint;
- ensuring approved corporate policies and approaches are systematically deployed to, understood by and used by all our staff - a number of key risk areas have been identified;
- ensuring that all corporate approaches, for which we have responsibility as a service: are fully defined and aligned with best practice, are supported by development programmes, are systematically deployed to appropriate staff, and, are evaluated regularly and transparently - a number of key risk areas have been identified;
- bringing communities together through implementing an extensive programme of civic events, including those related to the Homecoming and the run-in to Commonwealth Games for 2014;
- retaining and building on our Customer Service Excellence status - this includes ensuring more robust and systematic feedback from all our main customer groups;
- significantly developing our approaches to staff communication engagement, and learning and development.

3 APPROACHES



3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

Our aim is consistently to achieve the very highest standards of customer service for all our stakeholders. Retaining and building upon the Customer Service Excellence quality standard as planned in May 2012 validated our approaches.

Achieving the standard does not mean we standstill: a core component of customer service excellence is continuous improvement. An annual improvement action plan is developed and implemented over the course of the year, prior to our annual surveillance visit. One key development is our annual report that will include a section which details customer results achieved over the year.

The service also has a key role in developing community engagement for the Council and Clackmannanshire Alliance. We continue to manage the Clacks 1000 citizens panel and provide liaison with community councils and other community groups in Clackmannanshire. Working with Alliance partners, the Community Learning and Development Strategy continues to be a major piece of work that will see significant developments over the coming year, not least planned legislation arising from the Community Empowerment and Renewal Bill.

3.2 SUPPORTING AND DEVELOPING STAFF

People Development within the service is aligned with corporate management approaches, consistent with the Council's People Strategy and the Investors in People quality standard. Our aim is to ensure that all staff receive a PRD on an annual basis, supplemented with regular 121s, with the PRD forming the core of the agenda for these meetings. We have introduced the competency framework into 121s, and this, together with PRD arrangements, will continue to be systematically deployed during the coming year. Learning and development is evaluated through discussion during the PRD process and following PRDs, team and service learning and development plans will be developed and agreed by the management team.

Over the last few years we have placed significant emphasis on improving and deploying our approaches throughout the service to support and develop our staff. Some of our approaches have proved more successful than others, the impact of which has been mixed on the 36 measures in the annual employee survey, with many reporting similar performance, a few improving, with few disappointingly seeing a negative trend.

The staff survey shows there remains scope for improvement in communication, enabling effective ways for staff to feedback their views, and ensuring staff have all the development and information they need to do their job. We have included as key performance measures specific elements of the survey which will be the focus for improvement this year. More generally, we will continue to use the annual staff survey to develop understanding of the deployment and effectiveness of our people development approaches.

Strategy & Customer Services form part of the wider Finance & Corporate Services (FCS) management team. The FCS management team meets every two months, with a focus on strategic and forward planning and organisational development. This includes an extensive programme of staff engagement to ensure that all our staff have ownership of a shared vision. As reported above, approaches adopted during last year had mixed results, and this is an area we reflect on and develop this year.

The Strategy & Customer Services management team meetings and operational/team meetings, with core agendas, are held monthly, focussing mainly on team administrative issues and corporate and service communication. Corporate /directorate cascade briefings are discussed. The staff survey indicates that whilst communication is relatively good, there is still some way to go and this will be an area for continued focus over the coming year.

We seek to ensure other staff support mechanisms are deployed, including back-to-work interviews following periods of staff absence, and corporate induction processes when a new member of staff joins the team, or where someone takes up a new or different role.

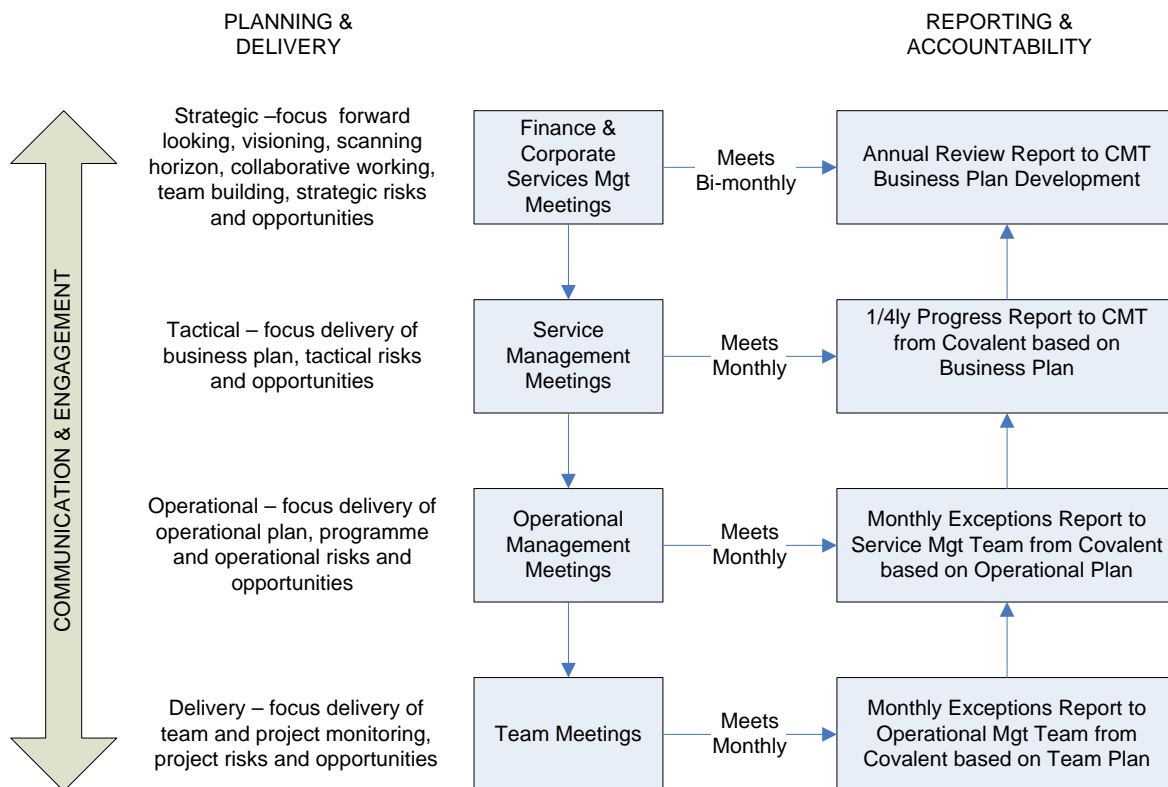
Health and Safety risk assessments are maintained. These will be reviewed and communicated to staff regularly. Up to date workplace assessments will be in place for all staff, as will fire awareness and health and safety awareness development. We need to continually review Disaster Recovery Plans in our three main service areas.

Over the coming year, our focus will be on embedding operational risk and performance management and deploying approaches aimed at improving knowledge transfer and increasing intrapreneurial activity.

3.3 MANAGING SERVICE PERFORMANCE

The service reviews and updates its operational and team plans annually in line with the business plan. This includes KPIs and operational plan actions and a risk register. These are reviewed at the management team.

The following diagram illustrates our planning and delivery, and reporting and accountability framework. It sets out the performance focus at each level within the service. Each management team has a core agenda, and terms of reference agreed by the Finance & Corporate Services management team.



Responsibility for operational and team plans is assigned to managers and team leaders through the PRD process and monitored monthly on an exceptions basis.

We endeavour to ensure that major programmes and projects within the operational and team plans have detailed project plans, with supporting risks and issues logs as appropriate.

We have deployed the Covalent system during 2012/13, providing greater transparency and visibility of our service performance to key stakeholders. Over this year we will ensure standard reporting at all levels, as illustrated above, is systematically deployed. We continue to develop a balanced set of performance measures on an ongoing basis to tell us how well we are performing (and where we need to improve). As mentioned previously, a key emphasis this year is the development of more meaningful operational measures that drive improvement.

As part of our Public Performance Reporting, we will be publishing our service annual report for 2012/13, following consideration at Resources & Audit Committee in June.

4 SERVICE LINKS TO CORPORATE PRIORITY OUTCOMES

Of the 9 priority outcomes, Strategy and Customer Services is primarily focused on the following:

- Our communities are more cohesive and inclusive; and
- The Council is effective, efficient and recognised for excellence.

5 DELIVERY PLAN



Priority Outcome 2 - Our communities are more cohesive and inclusive
WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?
<ol style="list-style-type: none"> 1. Building community capacity enabling communities to participate in decision making. 2. Developing modern, integrated community based services, including library and adult learning provision. 3. Ensuring community resilience through effective emergency planning arrangements. 4. Delivering an extensive programme of major civic events.

Community Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	46%	53%	52%	40%	Cherie Jarvie
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	14%	30%	32%	45%	Cherie Jarvie
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making		23%	26%	35%	Cherie Jarvie
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community		47%	54%	65%	Cherie Jarvie

COMMUNITY

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS CUS 001	Ensure full deployment of new 2-stage Corporate Complaints procedure, in accordance with the Ombudsman's recommendations	Improved processing of customer feedback. Increased customer satisfaction	14-Nov-2013	N/A - staff resources	Brian Forbes
SCS SAP 017	Develop and implement a Community Learning and Development Strategy to support objectives of the Making Clackmannanshire Better programme	Increase in strong sense of community Increased involvement in local decision-making	31-Mar-2014	N/A - staff resources	Cherie Jarvie
SCS SAP 018	Deploy Citizen Space, corporate consultation guidance and toolkit and provide training to support implementation.	Improved satisfaction from communities on consultation.	31-Dec-2013	N/A - staff resources	Cherie Jarvie
SCS SCS 016	Plan & deliver an extensive programme of major civic events in 2013/2014	Increase in strong sense of community	31-Mar-2014	N/A - staff resources	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS SCS 017	Develop 2014 Legacy Plan for Commonwealth Games and Ryder Cup	Increase strong sense of community	31-Dec-2013	N/A - staff resources	Stuart Crickmar

Priority Outcome 9 - The Council is effective, efficient and recognised for excellence
WHAT ARE WE DOING TO DELIVER ON THIS OUTCOME?
<ol style="list-style-type: none"> 1. Delivering front line customer services by phone (24x7); in person through Libraries/CAPs/Receptions, and online via ClacksWeb 2. Providing a range of corporate services to support service delivery across the Council 3. Supporting the strategic positioning of the organisation

Customer Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
BUS BUS 002	Customer satisfaction with overall experience of Business Support	84.0%	94.1%	94.1%	96%	Alison Bryce;
CUS CAP 001	Satisfaction with overall experience of Community Access Points	96.5%	100.0%	97.8%	100%	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	88.2%	90.0%	87.0%	95%	Brian Forbes
CUS CUS 001	Customer satisfaction with overall experience of Customer Services	NEW INDICATOR			90%	Brian Forbes
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service		100.0%	97.1%	100%	Brian Forbes
SAP SAP 001	Customer satisfaction with overall experience of Strategy & Performance		82.3%	85.0%	90%	Cherie Jarvie
SAP SAP 002	Satisfaction with Strategy & Performance: Consultation and Information	NEW INDICATOR			90%	Cherie Jarvie
SAP SAP 003	Satisfaction with Strategy & Performance: Communications services	NEW INDICATOR			90%	
SCS SCS 016	Number of complaints received about service		4	9	N/A	Stuart Crickmar

People Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
SAP S01 SCS	Staff survey - Strategy & Customer Services staff - I am satisfied with my job	63.0%	69.2%	75.0%	85%	Stuart Crickmar; Cherie Jarvie
SAP S14 SCS	Staff survey - Strategy & Customer Services staff - My senior managers demonstrate strong and consistent leadership skills	40.0%	44.2%	37.9%	65%	Stuart Crickmar; Cherie Jarvie
SAP S15 SCS	Staff survey - Strategy & Customer Services staff - I have a Performance Review & Development meeting at least once a year	58.0%	74.4%	76.9%	95%	Stuart Crickmar; Cherie Jarvie
SAP S30 SCS	Staff survey - Strategy & Customer Services staff - I feel that communication across my service/team is good	33.0%	43.6%	45.1%	65%	Stuart Crickmar; Cherie Jarvie

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
SAP S31 SCS	Staff survey - Strategy & Customer Services staff - I get all the information I need to do my job	51.0%	48.7%	46.5%	65%	Stuart Crickmar; Cherie Jarvie
SAP S34 SCS	Staff survey - Strategy & Customer Services staff - There are ways to feedback my views to management within my service	50.0%	44.9%	37.6%	65%	Stuart Crickmar; Cherie Jarvie
SAP S38 SCS	Staff survey - Strategy & Customer Services staff - Survey response rate	9.5%	32.6%	40.4%	65%	Stuart Crickmar; Cherie Jarvie

Key Performance Results

Covalent Code	KPI	2010/11	2011/12	2012/13	2013/14	Lead
		Value	Value	Value	Target	
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	17.00%	16.00%	12.10%	19%	Brian Forbes
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	12.00%	25.00%	28.00%	50%	Cherie Jarvie
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance		26.00%	29.00%	50%	Cherie Jarvie
SAP CSE COU	% of Council services with full CSE accreditation		17%	67%	80%	Cherie Jarvie
SAP S18 ALL	Staff survey - All staff - I feel I have fair and equal access to development	51.8%	50.0%	48.7%	65%	Stuart Crickmar
SAP S19 ALL	Staff survey - All staff - Senior Managers (received an appropriate level of leadership coaching)	53.7%	39.0%	38.6%	80%	Stuart Crickmar
SAP S29 SCS	Staff survey - Strategy & Customer Services staff - The level and timing of communication across the Council is good	15.0%	23.1%	27.5%	50%	Stuart Crickmar; Cherie Jarvie
SAP S35 ALL	Staff survey - All staff - I read the staff magazine 'The Grapevine' and find it useful	33.1%	41.0%	38.8%	50%	Stuart Crickmar

SERVICE ACTIONS

CUSTOMERS

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS SCS 020	Strategy & Customer Services will demonstrate that it continues to build on the CSE quality standard	Improved customer satisfaction	31-Mar-2014	N/A	Stuart Crickmar
SCS SCS 020 1	Ensure regular (min 1/4ly) and systematic customer feedback systems on all key processes	Improved customer satisfaction	30-Sep-2013	N/A	Stuart Crickmar
SCS SCS 020 2	100% full compliances within the CSE standard	Improved customer satisfaction	30-Jun-2013	N/A	Stuart Crickmar

PEOPLE

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS SCS 018	Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	Improved SCS staff satisfaction More SCS staff say communications is good	30-Aug-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 2	Sample assess 10% PRDs to ensure all are done and high standards are maintained	Improved SCS staff satisfaction More SCS staff say communications is good More SCS staff say they receive a PRD and regular, useful feedback from their manager	30-Aug-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 018 3	Ensure service workforce plan systematically feeds development of 2014/15 business plan	Improved SCS staff satisfaction More SCS staff say communications is good	31-Dec-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service	Increased efficiency Improved staff satisfaction	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

RESOURCES

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 1	Review data protection systems & staff training	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 2	Review equality & diversity systems and staff awareness	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 3	Review staff awareness of H&S systems	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 021 4	Review systems and staff awareness of Finance Regulations, CSO & delegated responsibility	Improved staff satisfaction Improved governance	31-Mar-2014	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022	Ensure necessary service efficiencies/budget reductions are achieved	Increased efficiency Reductions in operating costs Improved service delivery	30-Nov-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022 1	Identify potential SCS budget reduction for 2014/15	Increased efficiency Reductions in operating costs	30-Nov-2013	N/A	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS 022 2	Conduct organisational review on extending business support model	Increased efficiency Improved service delivery	30-Nov-2013	N/A	Alison Bryce
SCS SCS 022 3	Conduct organizational review of funding to voluntary organisations	Increased efficiency Improved service delivery	30-Nov-2013	N/A	Cherie Jarvie

KEY PERFORMANCE ACTIONS - OUTCOMES

Covalent Code	ACTION	Impact	By When	Project Budget	Lead	
SCS CUS 002	Develop a revised Corporate Customer service Strategy	Improved customer satisfaction Increased efficiency	31-Mar-2014	N/A	Brian Forbes	
SCS SAP 019	Gain council approval and Implement the revised People Strategy to support MCB programme	Improved organisational efficiency Increased staff satisfaction Improved governance	31-Mar-2014	N/A	Cherie Jarvie	
SCS SAP 020	Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better	Improved reputation externally Improved citizen satisfaction - Clacks 1000 More staff say that communication across the council is good	31-Mar-2014	N/A	Cherie Jarvie	
SCS SAP 021	Review and effectively deploy organizational approaches	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie	
	SCS SAP 021 1	Funding voluntary orgs	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 021 2	Equality Impact Assessment	Improved governance Improved reputation internally and externally	31-Mar-2013	N/A	Cherie Jarvie
	SCS SAP 021 3	Risk management	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 021 4	Community engagement	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 021 5	Management Information	Improved governance Improved reputation internally and externally	31-Mar-2014	N/A	Cherie Jarvie
SCS SAP 022	Implement CIM improvement framework	All services achieving CSE Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status	31-Mar-2014	N/A	Cherie Jarvie	
	SCS SAP 022 1	Support FM, SS & Education achieve CSE standard	All services achieving CSE	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 022 2	Support SCS, CRS, Support Services to retain CSE	All services achieving CSE	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 022 3	Oversee a Recognised for Excellence assessment	Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status	31-Mar-2014	N/A	Cherie Jarvie
	SCS SAP 022 4	Deliver the CIM self assessment programme	Council maintains and builds on EFQM 'Recognised for Excellence' accreditation status	31-Mar-2014	N/A	Cherie Jarvie

Covalent Code	ACTION		Impact	By When	Project Budget	Lead
SCS SAP 023	Report annual reviews of:		Improved governance Improved reputation internally and externally	31-Dec-2013	N/A	Cherie Jarvie
	SCS SAP 023 1	SOA	Improved governance Improved reputation internally and externally	31-Dec-2013	N/A	Cherie Jarvie
	SCS SAP 023 2	Corporate Plan	Improved governance Improved reputation internally and externally	31-Dec-2013	N/A	Cherie Jarvie
	SCS SAP 023 3	SPI Direction	Improved governance Improved reputation internally and externally	30-Sep-2013	N/A	Cherie Jarvie
SCS SCS 023	Scrutiny Improvement		Improved governance	31-Mar-2014	N/A	Stuart Crickmar
	SCS SCS 023 1	Implement plan approved Feb 2013	Improved governance	31-Mar-2014	N/A	Stuart Crickmar
	SCS SCS 023 2	Complete 2 reviews agreed in Dec 2012	Improved governance	30-Sep-2013	N/A	Stuart Crickmar
	SCS SCS 023 3	Undertake risk-based assessment with R&A Committee	Improved governance	31-Dec-2013	N/A	Stuart Crickmar
SCS SCS 024	Support 'Making Clackmannanshire Better' Programme		Improved service delivery and efficiencies. Increase in community satisfaction.	31-Mar-2014	N/A	Stuart Crickmar
SCS SCS 025	Gain council approval and Implement the revised Corporate Asset Management Strategy to support Making Clackmannanshire Better		Effective governance Improved efficiency	31-Mar-2014	N/A	Stuart Crickmar

Risk Register 2013-14

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 023	Community engagement/communications failures	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence	Community Engagement Process	Cherie Jarvie		3	3	9
Related Mitigating Actions and Internal Controls		Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SAP 017	Develop and implement a Community Learning and Development Strategy to support objectives of the Making Clackmannanshire Better programme			3	2	6

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 017	Loss of key skills, knowledge or capacity due to abnormal staff absence levels or turnover	Decline in service provision ; programme slippage; decline in moral	Attendance Mgt; Documented processes	Alison Bryce; Brian Forbes; Cherie Jarvie;		4	4	16
Related Mitigating Actions and Internal Controls		Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS BUS 004	Continue to support the implementation of IDOX/EDRMS in run up to Kilncraigs move			4	3	12
		SCS BUS 009	Continuous workforce planning to address specified needs					

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 025	Failures of communication with staff	Loss of morale Loss of efficiency	Team meetings Cascade system Knowledge systems	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie;		3	3	9
Related Mitigating Actions and Internal Controls		Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service			3	2	6

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 016	Extended failure to be able to communicate with customers/undertake transactions for customers	Reputational damage; Customer dissatisfaction; financial loss	Business Continuity Plan Resilience & Preparedness Planning	Brian Forbes		4	2	8
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS CUS 002	Develop a revised Corporate Customer service Strategy			4	1	4
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 018	Confidential information/data enters the public domain	Litigation; major damage to reputation ID theft or fraud may occur	Data Protection Co-ordinators & Guidelines	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie;		4	3	12
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance			4	2	8
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 015	Low usage of Community Access Points	Reputational damage. Loss of revenue from bookings		Brian Forbes; Cherie Jarvie; Eileen Turnbull		3	3	9
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		CUS LIB 007	Develop the Council's Library, Information & Learning Strategy			3	2	6
		SCS SAP 009	Develop a corporate community engagement plan for 2012/13					

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 021	Corporate governance requirements not adhered to	Reputational damage; loss of confidence, legal action	Induction; staff training	Alison Bryce; Brian Forbes; Cherie Jarvie;		4	3	12
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance			4	2	8
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 020	Staff suffer serious accident in workplace	Injury and or claim for compensation; reputational damage; HSE investigation; court action: absence of a key member of staff	Health & Safety Management System	Alison Bryce; Brian Forbes; Cherie Jarvie;		4	2	8
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance			4	1	4
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
FCS SCS 019	Loss of office accommodation due to unforeseen incident	Programme slippage; reputational damage	Business Continuity Plans	Alison Bryce; Brian Forbes; Cherie Jarvie;		3	2	6
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
		SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service			3	1	3