
Report to Resource and Audit Committee

Date of Meeting: 20 June 2013

Subject: Annual Report - Strategy & Customer Service; Support Services

**Report by: Julie Burnett, Senior Support Services Manager,
Stuart Crickmar, Head of Strategy & Customer Services**

1.0 Purpose

- 1.1. This report presents the Annual Reports for both Support Services and for Strategy & Customer Services. These services form the Finance and Corporate Services Directorate.

2.0 Recommendations

- 2.1. The Committee is asked to consider the content of both Annual Reports and comment on or challenge as appropriate.

3.0 Considerations

- 3.1. The Annual reports for both services provide Committee members with an overview of the activities of the services over the twelve month period 1 April 2012 to 31 March 2013. The Annual Reports are attached as **Appendices A1** and **B1**.
- 3.2. The Annual Reports summarise activities carried out over that period, provide highlights of the same period, celebrates success and recognises where continued improvement is required.
- 3.3. A summary is provided of each service's financial performance with more detailed information being provided in a separate report to this Committee.
- 3.4. **Appendices A2** and **B2** provide Committee members with the covalent reports that contain each service's annual performance against agreed KPIs. Additional comments are provided by each service in section 4.2 of **Appendices A1** and **B1**.

4.0 Sustainability Implications

4.1. There are no 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 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

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input checked="" 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 | <input type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | <input checked="" type="checkbox"/> |

(2) Council Policies (Please detail)

None

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 N/A

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 N/A

10.0 Appendices

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

A1. Annual Review Support Services

A2. Annual Review Support Services Covalent Report

B1. Annual Review Strategy & Customer Services

B2. Annual Review Strategy and Customer Services Covalent 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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Julie Burnett Stuart Crickmar	Senior Support Services Manager Head of Strategy & Customer Services	2022 2127

Approved by

NAME	DESIGNATION	SIGNATURE
Julie Burnett Stuart Crickmar	Senior Support Services Manager Head of Strategy & Customer Services	
Nikki Bridle	Director or Finance & Corporate Services	

Making Clackmannanshire Better



Clackmannanshire
Council

www.clacksweb.org.uk



Better Services
Better Opportunities
Better Communities

Annual Report
Support Services

June 2013

1 HEAD OF SERVICE INTRODUCTION & OVERVIEW

The past year has been one of change and challenge for Support Services.

A number of new or revised corporate strategies have been progressed over the past twelve months including the ICT Strategy, Information Management Strategy, Governance Strategy and the ICT Asset Management Plan. Support Services teams have also contributed to the development of the revised People Strategy.

The four services that make up Support Services have all progressed their own service restructures, responding to changing customer needs and to the governance requirements of the new Council.

Good governance and efforts to embed understanding and the application of good governance practice has been a leading theme for all Support Services in the last twelve months.

From the introduction of the Council's first Annual Governance Statement to the setting up of peer challenge and review panels, the Governance Service has led the Council's other services to an improved understanding of good practice in governance and how it should be applied throughout all services. Links have been made with the management of risk with joint working practices with colleagues in Strategy and Customer Services developing as a result.

After successfully managing the local government elections in May, support services staff were involved in the delivery of the induction programme for new members. The legal team have continued to provide clerking support to the new Committee structure and the accountancy team provides timely and accurate financial information to support reports to service committees.

The service built on its initial assessment for Customer Service Excellence to submit for accreditation in November 2012. Success was confirmed in late November and is a credit to a small group of staff from across all Support Services who gathered the evidence required. This same group of staff have created an action plan that will ensure that services continue to improve their approach to customer service.

As part of the Finance and Corporate Services Directorate, we have invested considerable time and effort in trying to improve communication with different staff groups. This year's staff survey results demonstrate that we must continue this process and try harder to reach as many staff as possible.

Members of the Payroll and HR teams combined as one project team to implement the new, integrated HR & payroll system within a very short timescale. From project inception to delivery was 10 months. Business as usual continued with no disruption to pay and the project's objectives were achieved on time and within budget. This is a credit to the staff group involved.

The four Support Services combined resources during this budget year to employ a project coordinator to capture and monitor performance of all support services projects. This is a significant improvement in working practice and enables all managers to view all service projects and progress against delivery. Managers can allocate resources effectively and prioritise workloads depending on corporate and service requirements.

The Revenues Service was proactive in planning for the impact of Welfare Reform; setting up new systems and projecting the financial impact through a series of members' briefings and papers to Committees and Councils. A cross-council Welfare Reform Working group was set up and continues to meet on a monthly basis. The remit of this group has been extended to community groups and partner organisations.

The move to Kilncraigs provides an opportunity for the Service to take a lead on the introduction of New Ways of Working, including remote access, flexible working, working from home and the use of technology to improve efficiency and effectiveness.

Looking forward, the challenges for Support Services continue with a balance to be reached between meeting increasing customer expectations and the need to prioritise resource allocation.

Ongoing Welfare Reform changes and the impact on the Clackmannanshire Community remain a priority as does the need to continue to improve the knowledge and understanding of good governance practice.

The planned business transformation associated with "Making Clackmannanshire Better" will require Support Services to continue to adapt the way in which we work to meet changing customers' needs. At the same time, work continues to ensure that the services continue to develop and improve.

2 HIGHLIGHTS OF THE YEAR

April to June 2012

- Accountancy team nominated for national award
- FVGIS contract finalised and terms agreed that will generate savings in 2013/14 and beyond.
- Annual Governance Statement was produced for sign off by the Chief Executive and the Leader of the Council
- Managed wireless connection is tested at Greenfield before rolling out wider across the council.

July to September 2012

- The Fraud Team was nominated and shortlisted for a national award.
- ICT Strategy and Information Management Strategy agreed by Council in October.
- The new HR structure and approach to the management of HR issues is agreed by the Directors Group
- New microwave link with Stirling provides faster data transfer between the two councils

October to December 2012

- Audit & Fraud team now complete with the appointment of the new Team Leader
- Craft Agreement (local) drafted for discussion and negotiation
- Support Services received accreditation for Customer Service Excellence
- Secure iphones and ipads are issued to a small number of employees and to elected members for testing ahead of a wider roll out
- HR team restructure complete and new business model rolled out

January to March 2013

- Local Authority Mortgage Scheme (LAMS) proposed and approved at Council
- Completed the design of ICT infrastructure for the Kilncraigs project
- Supported a number of major system upgrades for HR/Payroll, Property Contracts, Planning, Housing, Revenues
- Living Wage paid to all employees with entitlement, including any back pay due
- Set up local Social Welfare Fund systems and processes to provide new service from 1.4.13
- New HR & Payroll system tested and confirmed ready for go live.

3 FINANCIAL PERFORMANCE

The outturn for Support Services for 2012/13 is £5,866m against a budget of £6,050m. This returns an underspend of £430k compared with budget.

The undernoted table outlines the financial position as at the 31 March 2013, comparing the projected expenditure for this period with the profiled budgeted expenditure.

Service Area	Annual Budget	Budget to 31/03/2013	Outturn	Variance
	£000	£000	£000	£000
Director	115	115	113	(2)
Accountancy	1,352	1,352	1,256	(95)
Revenues & Payments	967	967	995	28
Head of Support Services	121	121	92	(29)
Governance	1,588	1,588	1,404	(184)
IT	1,908	1,908	1,759	(149)
Total	6,050	6,050	5,619	(430)

In summary, all of the Support Services continue to restructure, resulting in a number of vacancies being maintained for a longer period of time. There have also been examples of being unable to recruit appropriately skilled individuals (ICT) therefore vacancies have been left unfilled. This situation looks to be improving in the first quarter of 2013/14.

There has been reduced spending across services in categories such as supplies and services, attendance at events, stationary, subscriptions. All of these have been taken into account as part of the budget challenge sessions in 2012/13 with future savings being offered and taken.

Progress in Delivering Planned Budget Savings in 2012/13

The 2012/13 budget incorporated savings of £19k for Support Services. At the end of this budget year we are able to report that the project specification is agreed and it is anticipated that the contract will be tendered by 31.7.13. The contract will be signed by 31.10.13 in accordance with Contract Standing Orders. The saving will be realised during 2014/15.

The table below summarises the position.

Description of Saving	Saving 2012/13	Progress	Comment
Procurement of a Corporate Arrears Recovery System	£19,000	£0	The specification is in the final stages of being prepared.

4 PERFORMANCE

4.1 Service activity

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 Support Services 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".

The information provided builds on the first three quarters' reports as well as including new developments for the services.

Shared services - Meetings continue between service teams and counterparts from Stirling. The over-arching data sharing protocol has now been signed off by both Chief Executives. The next step is to design service-specific variations of the protocol to enable data sharing. HR support for education continues with one point of contact, via Stirling, with agreed processes in place to ensure the involvement of the Clacks HR team as and when necessary. A communications protocol has also been agreed with the wider HR team at Clacks. Unions have been kept informed of progress. The ICT governance group meetings take place monthly with TU representation from both Councils. Consideration is given to future joint procurement opportunities. Finance team members are working with education and social services to agree how financial performance will be managed and reported going forward.

Equal pay issues - Retired employees paid at the end of May. Settlement was made with 85 individuals in September and 43 claims were settled in October. Meetings have been held with TU representatives and a joint (TU / Management) communication was sent to all known out-standing claimants. A further information event took place in

March 2013 which resulted in a further 109 claims being settled. The Council has since received one additional Equal Pay claim from GMB on behalf of five employees. This is being investigated to confirm if it is a first or second wave claim. The remaining known claimants will be made offers in May 2013.

Re-structuring

The HR team restructure is now complete and the new service delivery model implemented. Appointments have been made to all posts. Communication of the changes is underway with HR Advisors attending management team meetings to discuss the new approach.

The ICT strategy was agreed at Council on 11 October 2012. The restructuring of this service is now drafted and will be progressed during the first quarter of 2013/14. Restructuring will ensure the service has the right skills and knowledge to support the strategy and the business needs of the Council in the future.

The accountancy team structure was completed in October 2013. All posts are filled. A review of how the new structure functions and provides support to services will be conducted in the summer of 2013.

The restructure of the Revenues team is drafted and will be progressed during May 2013, with a view to the impact of Welfare Reform. A number of temporary posts will be allocated due to the uncertainty of continued funding and volumes of work in the future. The structuring of the payroll team is on hold until the implications of the new HR and Payroll system are tested and understood.

The Audit and Fraud team is now complete and working well with agreed audits completed and plans in place for the next 12 months.

Budget Challenge Support Services offered a range of savings as part of the 2012/13 budget challenge process. Revisions are being made to service budgets to ensure savings are delivered. The four corporate business cases are being progressed. The four themes are:

- Voluntary Severance,

The option of Voluntary Severance was offered to employees with an end date of 31 March 2013. 21 employees have agreed to take Voluntary Severance packages and associated budgets will be removed in the appropriate 2013/14 service budgets. Once the cost of Voluntary Severance has been recovered, savings in the region of £400k will be achieved as a result of this process. Consideration is being given as to how Voluntary Severance can be offered on a regular basis in the future to assist with future restructuring exercises.

- Procurement,

A project plan has been developed that sets out how the changes to established methods of working will be made to identify and deliver procurement savings.

- Terms & Conditions Review

Regular (six-weekly) meetings with Trade Union representatives are taking place to consider the range of options related to Terms & Conditions. Options set out in the business case are being progressed. There are currently two different suites of options

being developed. The first offers opportunities for flexible working, salary sacrifice, unpaid absence and other family friendly choices. The second considers temporary and permanent changes to Terms & Conditions of service and includes working hours and pay, increments, salary protection and a number of other factors.

- Income & Charging

The Income & Charging Policy document formed part of the budget paper presented in February 2013. Work will continue over the next 12 months to review all charges made for Council services and other sources of income. A benchmarking exercise will be completed and the approach of other Councils taken into account. A comprehensive central charges register will be developed and published over the same time period.

Learning & development plan

The Support Services Management team has reviewed the effectiveness of learning and development that took place during 2012/13. The outcome of this review will be taken into account when considering requirements for 2013/14. The objective for Support Services learning and development in the future will be to support the delivery of service objectives and CPD to maintain and develop professional knowledge and skills.

TU engagement

Continues with regular consultative meetings and quarterly tripartite meetings. TU reps are invited to be involved in key project workstreams across all council services. TU representatives are involved in the working group that is considering options in changes to Terms and Conditions in the future.

FVGIS -

The second contract review meeting with FVGIS took place in February 2013. Contract review meetings are planned for each quarter, scheduled in advance. Confirmation of contract requirements and contract price are agreed for 2013/14. The ICT Service Manager provides service user input at these meetings.

The revised contract will generate savings in 2013/14 and 2014/15 and provides an option for 2015/16 to either extend the contract or provide some service in-house. The Council retains an interest and a liability regarding FVGIS as a company, with representatives from within Services to Communities retaining seats as Directors on the board of FVGIS.

Annual Governance Statement -

Reviews of each service's progress against their Governance Improvement Plan are planned for April 2013. Members of the Internal Audit Team are involved in challenging and verifying that controls and action plans are in place. The draft Annual Governance Statement will be presented to the Resource & Audit Committee in June 2013 then to Council shortly afterwards.

HR & Payroll system.

The project has been delivered on time and within budget. Credit should be given to the Project Manager and members of the HR and Payroll teams involved in the delivery

of the new system as well as those who continued to maintain "business as usual". The new system went live on 1 April, all employees were paid. The Council was ready to submit its RTI data as planned but a third party failure delayed this process. HMRC has accepted a delayed submission. This will now take place in June 2013.

Welfare Reform

The Welfare Reform Working Group continued to meet monthly with an expanding membership. External partners from local Housing Associations and voluntary organisations are included and contribute to the work of the group. Impact assessments have been completed and implementation plans are developed to ensure the Council and the community are prepared for the changes in how benefits are allocated. A sub-group has been formed consider financial advice and how the Council and its partners provide this service.

As the implementation date of 1 April approached, the team dealt with a large number of enquiries and communicated with all Council tenants about the changes. Resources were focused on those tenants most likely to be affected by the changes.

The implementation of the Scottish Welfare Fund, locally delivered, was completed by members of the Revenues team with all processes agreed and contracts in place for the provision of goods and services rather than the issuing of cash. The provision of this service will be reviewed regularly over the next 12 months to ensure resources are sufficient and to evaluate the impact on Clackmannanshire communities. The Project Manager delivered an excellent solution within a very short deadline.

Year end preparation has been the focus of the Accountancy team during Q4. A project plan detailing all inter-related tasks has been compiled along with working papers to allow for ease of access for audit purposes. This piece of work will serve the Council well in future years. The process will be reviewed annually and revised as required.

The HR team completed the implementation of the Craft Agreement. The "Living Wage" of £7.20 will be introduced to 136 employees in January 2013 with arrears paid by March 2013. A further 70 employees will see their pay rate rise to £7.45 in April 2013. The impact of these changes on the remainder of the pay scales will be analysed and reported to CMT in the first instance.

Services continue to provide high levels of support to the Childcare team in social services to assist with their Improvement Plan. (Legal, HR, ICT, Accountancy)

Business planning for 2013/14 is now complete with the draft Support Services Business Plan being presented to this Committee for approval. The draft plan has been shared with service teams to enable them to draft their own service and operational plans in support of corporate and service objectives. The Support Service risk register and issue log has also been reviewed.

4.2 Performance

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 also support the corporate priority of ensuring vulnerable people are supported.

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 are reported on an annual basis. Comments are made within the Covalent report (**Appendix 1**) with some additional information below.

Corporate Plan Priority Outcomes

"The council is efficient effective and recognised for excellence"

The majority of Support Services functions contribute to the above priority outcome from the Corporate Plan.

The KPIs reported in **Appendix 1** and service objectives demonstrate this contribution. Monitoring of performance is not sufficient in isolation and service teams will consider improvement actions that will increase performance in future years. Some of these actions will be the responsibility of the service and others will involve the service taking a lead role to improve corporate performance.

Sickness absence levels across the service show an increase over the year. This results from a number of long term absences which inflate the figures. Appropriate steps are being taken to support individuals to return to the workplace.

Council tax collection rates have been maintained despite the current economic situation.

"Vulnerable people and families are supported"

The Revenues and Legal teams work to support this priority outcome from the Corporate Plan.

Of particular interest is the time taken to process new claims and changes to existing claims (Revenues Service) The reported fall in performance was due to circumstances entirely outwith the ability of the service to manage and resulted from an external DWP system (ATLAS) not functioning properly. This problem persisted for much of the year and was further exacerbated by the changes required as a result of Welfare Reform.

The proactive approach to the changes introduced by Welfare Reform demonstrates how the Revenues Service works to meet the priority outcome above.

Appendix A provides the full year's performance data.

APPENDIX A

Support Services Covalent Performance report

General Comments

There are a number of Support Service KPIs that have not been reported over the past three years, resulting in a three year trend not being available.






Actions included in the business plan and also monitored for progress reporting have been reviewed as part of the business planning process. Many have been revised for 2013/14 to provide a list of actions that link more closely to service objectives.











The suite of Support Service KPIs has been reviewed for 2013/14 with a view to include more KPIs that relate to recent changes where performance monitoring will be essential to determine future financial and strategic decisions. Others will relate to changes in the way we work (ICT/HR) and others provide financial performance information.

A total of fifteen new KPIs are proposed for 2013/14 and these are presented as part of the draft Business Plan for 2013/14 at this Committee meeting today.

APPENDIX A2

Guide to symbols used in this report

ACTIONS	
Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

PIs					
Status		Short Term Trends (1 year)		Long Term Trends (3 years)	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				

Summary of service performance by corporate priority outcome






















9 The council is effective, efficient and recognised for excellence

Actions	 8	 0	 1	 0
PIs	 19	 8	 17	 0

9 The Council is effective, efficient and recognised for excellence

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SUS COM 001	% of customers very or fairly satisfied with the overall service they received	N/A	N/A	86.60%	75.00%				Results from Survey issued in April 2013, related to 2012/13 budget year. Feedback will be used to inform service delivery in the future.	Julie Burnett
SUS COM 002	% of customers very or fairly satisfied with the way the service handled any problems	N/A	N/A	84.50%	75.00%				Results from Survey issued in April 2013, related to 2012/13 budget year. Feedback will be used to inform service delivery in the future	Julie Burnett
SUS COM 003	% of customers very or fairly satisfied with the quality of information / advice / solution received	N/A	N/A	86.00%	85.00%				Results from Survey issued in April 2013, related to 2012/13 budget year. Feedback will be used to inform service delivery in the future.	Julie Burnett
SUS COM 004	Number of complaints received	4	6	3	Less than 24				Two Council Tax in Q1. One recruitment in Q2. No formal complaints received in Q3 or Q4.	Julie Burnett
SUS PEP 002	Support Service sickness absence levels	3.63%	3.47%	6.61%	3.25%				Figure reported is up to 31.3.12. However, recent extrapolation of absence figures using the new HR and Payroll system demonstrates some inaccuracy in reporting when using the old system (Compel) The HR, Payroll and Accountancy services experienced an increased level of long-term absence. Service Managers are aware of where high levels of absence are occurring and utilising return to work interviews, absence management policy and support mechanisms that are available in an attempt to improve absence rates and facilitate the return to work of those employees on long term absence.	Julie Burnett
SUS PEP 003	% of staff within Support Services who have had a regular 121 or team meeting within the last 6 months	N/A	N/A	71.25%	100.00%				All Support Services Managers and team Leaders have been tasked to arrange for the completion of PRDs for all employees in 2013/14.	Julie Burnett
SUS SER 003	Percentage of projects within target	N/A	N/A	92.00%	75.00%				Continued focus on use of project management tools to manage resources and workload. Increased number of projects recorded reflects improved methodology and monitoring	Julie Burnett

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SUS SER 004	Percentage score in procurement health check	25.00%	31.00%	31.00%	37.00%				Procurement Capability Assessment took place in November 2012. The assessment criteria used by Scottish Government changed in the last year. Many other Scottish Council's scores dropped. The work undertaken by the Procurement Manager ensured that the Clacks score did not fall. Recent agreement on the approach to procurement in the future and the adoption of revised Contract Standing Orders and the Procurement Journey will stand Clackmannanshire in good stead at the next assessment	Julie Burnett
SUS SER 005	Number of days taken on average to process claims - changes (Revenues and Payments)	8	8	9	8				This has increased due to additional demands on the team arising from the Atlas system and of the introduction of the Scottish Welfare Fund. The Atlas system is not working at full functionality which is resulting in considerable manual intervention by Revenues staff. It is anticipated that the Atlas system issues should be resolved by late Summer 2013.	Julie Burnett
SUS SER 006	Number days taken on average to process new claims - changes (Revenues and Payments)	27.0	26.0	32.0	25.0				This has increased due to additional demands on the team arising from the Atlas system and of the introduction of the Scottish Welfare Fund. The Atlas system is not working at full functionality which is resulting in considerable manual intervention by Revenues staff. It is anticipated that the Atlas system issues should be resolved by late Summer 2013.	Julie Burnett
SUS SER 007	Debt collection rates in year	94.99%	83.73%	83.62%	90.00%				This has reduced slightly to a £600k increase in the year end sundry debtors balance between the end of 2011-12 and 2012-13.	Julie Burnett
SUS SER 008	Debt collection rates > 90 days	51.62%	42.24%	39.30%	30.00%				This continues to reduce but did not meet the target due to an increase in the value of outstanding debt relating to services which the Council has a statutory duty to provide, such as residential care.	Julie Burnett
SUS SER 009	Information Strategy completed and actioned	N/A	N/A	100%	100%				Information strategy drafted for Council in October 2012	Julie Burnett








Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SUS SER 010	Payment of suppliers within agreed timescales	81.7%	86.0%	82.9%	90.0%				This has reduced due to the reducing numbers of invoices received during the year. While the number of invoices paid outwith 30 days has reduced, there has been a proportionately larger reduction in the number of invoices received during the financial year.	Julie Burnett
SUS SER 011	Accuracy of payroll information	99.17%	99.71%	99.60%	99.85%				The reduction reflects a small increase in the number of adjustments required specifically related to education staff for two months at the start of the school year. It is anticipated that the accuracy of the payroll will increase in 2013-14 with the introduction of the new integrated system.	Julie Burnett
SUS SER 012	Council Tax collection rate	9.33%	93.90%	95.31%	95.50%				The increase relates to the change in methodology for calculating the in year collection, which was reported to members in May 2012. The more accurate methodology reflects line by line calculation. Relative performance remains the same a last year, which reflect the current economic climate.	Julie Burnett
SUS SER 013	Production of Annual Governance Statement	N/A	N/A	100.0%	100.0%				Annual Governance statement produced in June 2012 and signed off by the Chief Executive and Leader of the Council as part of the final accounts.	Julie Burnett
SUS SER 014	Review and revision of financial regulations completed	N/A	N/A	10.00%	100.00%				Initial work commenced but other matters have taken priority. Work is now underway to complete first draft by 30.6.13.	Martin Dunsmore Susan Mackay
SAP S01 SUS	Staff survey - Support Services staff - I am satisfied with my job	51.0%	56.6%	69.7%	75.0%				An improvement on previous years but still work to do understand how job satisfaction is measured by support services staff and meet the target.	Julie Burnett
SAP S03 SUS	Staff survey - Support Services staff - I am proud to work for the Council	29.0%	44.7%	52.0%	60.0%				Pleasing to see this score increase. Feedback from teams is that there is an increasing realisation of the support required by individuals and communities from Council services and that the support services contribution helps with front line service delivery.	Julie Burnett



Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SAP S04 SUS	Staff survey - Support Services staff - I feel that the Council is an equal opportunities employer	56.0%	68.4%	72.0%	80.0%				An increase in this important area. Need to continue to improve the perception and reality that the Council takes equal opportunity and diversity seriously and puts its policies into practice.	Julie Burnett
SAP S05 SUS	Staff survey - Support Services staff - I have the materials, information and support I need to do my work	38.0%	64.0%	58.6%	100.0%				Managers have been asked to investigate the reasons for this score droppings. It is possible that the many changes within HR and Payroll teams might have contributed to the drop.	Julie Burnett
SAP S06 SUS	Staff survey - Support Services staff - I intend to continue working for the Council	N/A	67.1%	73.0%	75.0%				An improved score indicating that more members of staff view the Council as their employer of choice.	Julie Burnett
SAP S12 SUS	Staff survey - Support Services staff - I receive feedback from my line manager	42.0%	51.3%	53.0%	65.0%				A small improvement but further work will be done to ensure a feedback loop is used through one to one meetings to ensure staff are aware of areas for improvement as well as receiving recognition for work done well.	Julie Burnett
SAP S14 SUS	Staff survey - Support Services staff - My senior managers demonstrate strong and consistent leadership skills	24.0%	38.2%	33.3%	65.0%				A disappointing fall in score in this critical area. Managers have been asked to consider the ways in which they demonstrate leadership and how they abide by the values of the Council. Strong leadership is essential to lead and support staff through future changes.	Julie Burnett
SAP S15 SUS	Staff survey - Support Services staff - I have a Performance Review & Development meeting at least once a year	61.0%	78.7%	66.7%	100.0%				Again a disappointing result but when analysed and questioning individuals and groups, some staff had been offered PRDs but stated they did not wish to take part in such a meeting. All managers have been asked to schedule in PRD sessions for all employees and to provide an explanation of the purpose and value of these meetings. (Both for the individual and for the organisation)	Julie Burnett
SAP S19 SUS	Staff survey - Support Services staff - Senior Managers (received an appropriate level of leadership coaching)	N/A	50.0%	10.0%	80.0%				This result was derived from a small number of responses, including some responses where this question was inadvertently answered by non-senior management staff. Unable to identify those who did respond. The definition of "Senior Manager" to be clarified in the next survey.	Julie Burnett

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SAP S23 SUS	Staff survey - Support Services staff - I get health and safety information which is relevant to me and my work	64.0%	75.0%	74.7%	100.0%				A very slight fall in positive responses. Risk assessments, H&S training and DSE assessments are an integral part of the service teams daily operations. Will consider how we can either improve access to this information or highlight to all that these activities are about the correct approach to H&S. Responsibility for H&S is a two way process with individual and management responsibilities.	Julie Burnett
SAP S25 SUS	Staff survey - Support Services staff - I am encouraged to make suggestions to improve the service	60.0%	68.0%	63.3%	80.0%				Managers will take this drop in score back to their service management team meetings to ensure that all staff are aware of the protocols in place for ideas to be suggested and taken forward.	Julie Burnett
SAP S27 SUS	Staff survey - Support Services staff - I have contributed to my team's future plans	49.0%	56.0%	54.1%	80.0%				Not as positive result as was hoped for. All services have involved their teams in contributing to the service and operational team plans. Will be more explicit about the reasons behind what the activity achieves and the links to the Council's stated objectives.	Julie Burnett
SAP S30 SUS	Staff survey - Support Services staff - I feel that communication across my service/team is good	22.0%	46.1%	45.1%	75.0%				A very disappointing outcome. A great deal of work has taken place to improve communication across support services and the Finance & Corporate Services directorate. We have listened to feedback and adapted our approach and will continue to do so over the next twelve months.	Julie Burnett
ACC BUV SUS	Financial outturn of Support Services compared with budget	£38k	-£655k	-£430k	£0k				Comments on financial performance reported to 30.12.12 provided separately.	Julie Burnett
SUS COM 005	Percentage of Support Services Freedom of Information requests dealt within timescale	N/A	96.20%	98.10%	100.00%				Out of 216 received by Support Services, 4 were answered outwith time. We continue to raise awareness of the importance of prompt response.	Julie Burnett
SUS COM 006	Percentage of Support Services Councillors Enquiries dealt within timescale	N/A	100.0%	89.5%	100.0%				Of the 19 Councillors enquiries received in 2012/13, 17 were responded to within the agreed timescales. The remaining two (one in legal services and one in finance) were delayed but a full response was provided.	Julie Burnett

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
SUS COR 001	% of staff who have completed the basic Fire safety training in the last 36 months	N/A	11.0%	18.4%	100.0%				Unable to collate full picture due to number of recording systems across Council. Steps agreed to rectify this in 2013/14.	Julie Burnett
SUS COR 002	% of managers who have reviewed their Health and Safety Risk Assessment in the last 12 months (support services)	N/A	50.0%	75.0%	100.0%				H&S Risk Assessment reviews planned early 2013/14 to complete the full review of risk assessments across Support Services. Review process to form part of service operation plans.	Julie Burnett
SUS COR 003	Ratio of capital financing costs to net revenue expenditure: General fund	7.99%	7.93%	7.75%	7.94%				Borrowing strategy of not increasing debt levels is delivering reductions in capital financing costs in real terms and reducing the ratio against a backdrop of significant reductions in Net General expenditure. Target reduction in ration has been exceeded	Julie Burnett
SUS COR 004	Ratio of capital financing costs to net revenue expenditure: HRA	N/A	20.63%	18.50%	18.50%				Borrowing strategy of not increasing debt levels is delivering reductions in capital financing costs in real terms. Target reduction in ratio has been achieved	Julie Burnett
SUS COR 005	Target level of uncommitted financial reserves is achieved.	N/A	2.00%	6.97%	3.00%				Actual uncommitted reserves at end of year £9.9m which is c£1m greater than reported at the Special Council meeting in February. Target 3% level equated to c£3.6m. The excess will be required to support budget deliberations in future years	Julie Burnett
SUS COR 007	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) cases reported	N/A	0	0	0				No RIDDOR cases reported in Support Services in 2012/13	Julie Burnett
SUS COR 008	Percentage of Councillor Enquiries dealt within timescale (all services)	N/A	N/A	84.00%	100.00%				Reflects performance across all Services. (Corporate KPI)	Julie Burnett
GOV FOI 001	Percentage of Council FOI enquiries dealt with within timescale	94.0%	97.4%	98.3%	100.0%				Corporate KPI. Out of 699 requests throughout the year 10 were answered out with time. We continue to raise awareness of the importance of prompt response. We meet management teams and Monitoring Officers, and circulate monthly statistics and awareness	Lisa Simpson

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target	Status				
									notes to all staff. Guidance will be refreshed and re-circulated as part of general improvements to wider information management.	
ITS SER 002	% available hours lost on ICT Systems due to unplanned incidents	0.04%	0.06%	0.05%	0.03%				Cumulative performance in Q4 is 0.01%. Performance has improved steadily throughout the year. Annual performance rate is 0.05%. Continuing to improve system monitoring and add resilience to improve availability. Annual target missed by 0.2%.	John Munro
SUS PEP 001	Percentage of staff that attend, or have the opportunity to attend, regular team meetings	N/A	N/A	77.5%	80.0%				Service Managers and Team Leaders have been asked to review the frequency and effectiveness of service team meetings to ensure inclusion of all team members and consistency of messages.	Julie Burnett

Covalent Code	ACTION	Impact	Status	Full year update	Lead
SUS GOV 001	Consistent and strong messages regarding governance arrangements from CMT and SMF	Services develop understanding of importance of sound governance arrangements and what responsibility and accountability each service and manager has in this respect		Annual Governance statement produced in June 2012 and signed by Chief Executive and Leader of the Council alongside the final accounts. Each service has produced an improvement plan based on the outcome of the governance challenge sessions. Future challenge sessions arranged for February 2013 plus internal audit team will become involved in monitoring progress	Lisa Simpson
SUS GOV 002	Appropriate challenge if corporate governance stance is not followed by senior managers	Reminds managers of their corporate responsibility and impact of non compliance		The Governance Panel delivered challenge to all services as part of the AGS process during the summer. Follow-up meetings have been held with services to ensure appropriate action is being taken where required.	Lisa Simpson
SUS SUS 001	Engage with services and management teams to ensure Relevant service is involved at an early stage of any project or restructure	Reduces need for intervention at a later stage of the project or service change		Support Services Managers are "allocated" to each service to ensure their involvement in and understanding of future projects. The appointment of a project co-ordinator in September will assist further with this process.	Martin Dunsmore; Susan Mackay; John Munro; Lisa Simpson
SUS SUS 002	Regular engagement with services and develop awareness of future plans	Advice and support is relevant and delivered within timescales		Service Managers and support service professionals attend various service management team meetings on a regular basis.	Martin Dunsmore; Susan Mackay; John Munro; Lisa Simpson
SUS SUS 003	Work with services to develop their understanding of why certain actions might prove detrimental to the council or service	Reduction in the amount of reactive decisions and improved understanding of corporate position		Links with Governance work in improving understanding of professional and legal requirements to undertake certain tasks in a prescribed way. Relationships are developed with key individuals in each service area.	Martin Dunsmore; Susan Mackay; John Munro; Lisa Simpson
SUS SUS 004	Be prepared to challenge actions or behaviour that does not comply with accepted practice or council policy or standing orders	Certain risky actions or plans may have to be cancelled or realigned causing delay		FCS have introduced team tours and other group meetings to share information and reinforce appropriate behaviours. Individual and team challenges being applied where necessary	Martin Dunsmore; Susan Mackay; John Munro; Lisa Simpson
SUS SUS 005	Ask for clear direction of service or council. Ensure full understanding so service can be designed to support achievement of vision	Support services will develop and change to meet and fully support the achievement of corporate and service visions		Revised Corporate Plan agreed in October 2012. Support Services Management team will draft next business plan in support of stated objectives.	Julie Burnett

Covalent Code	ACTION	Impact	Status	Full year update	Lead
SUS SUS 006	Manage expectations and provide clarity around what support is available and adopt a proactive approach with customers	An improved mutual understanding and satisfied customers		Services providing clarity around what support can be expected in different circumstances. Training for Team Leaders and Managers will assist with this process.	Julie Burnett
SUS SUS 007	Consider and adopt different ways of working within existing resource. More efficient/effective working practices to improve the customer experience	An improved mutual understanding and satisfied customers		Flexile working being led corporately through Organisational change group. Support Services is well represented on this group. ICT is taking the lead on some of this work (technology)	Julie Burnett

Making Clackmannanshire Better



Clackmannanshire
Council

www.clacksweb.org.uk

Better Services
Better Opportunities
Better Communities

Annual Report Strategy & Customer Services

June 2013

1. Head Of Service Introduction & Overview

The past year has been challenging yet productive for Strategy & Customer Services. With our role in supporting civic events, 2012 was always going to be busy: June alone saw us support Jubilee celebrations, Armed Forces Day, hosting a visit from young, up and coming politicians from former Soviet bloc countries as part of the work of the John Smith Trust, the re-launch of Dumyat Community Centre and Library and of course, a very memorable day on the 13 June, when over 7000 residents lined the streets of Alloa to provide the Olympic Torch Relay with a noisy and enthusiastic reception.

After providing support for the local government elections in May, staff spent a busy summer inducting newly elected councillors, as well as putting in place support arrangements for a new committee and decision-making framework, including service performance scrutiny arrangements.

Whilst it has been busy, it has also been a year when the service has consolidated and built upon performance improvements. This includes retaining our Customer Service Excellence accreditation, seeing year on year improvements in our results in a number of areas, and being shortlisted for, and in some cases winning, a number of awards over the course of the year.

Reform is a major theme nationally at the moment, and, whether it's police and fire reform, reform of community planning and Single Outcomes Agreements or welfare reforms, Strategy & Customer Services has played a part in shaping or supporting a local response.

There are of course areas where we need to do better. Though as a management team we've invested considerable time and effort, communication with staff and staff learning and development remain areas for development. We've also been working hard at improving our governance, and though good progress has been made, there are a few areas, for example, data

protection and equalities, where we want to do things much better. A number of major projects have experienced slippage during the course of the year, and we want to learn from those experiences for the future.

Service excellence and putting the customer at the heart of what we do, are primary service aims, and as such, we are always looking for opportunities to improve. Whether it's the interim library at the Speirs Centre, the enhancements we've introduced across many of our Community Access Points during the last year, new service offerings through our website and social media, or the continued development of our community engagement work, our focus has been on improving outcomes for our customers and communities.

These will remain our focus as we look forward to 2013/14 and beyond, however, we know that the challenges that lie ahead will be tougher. Customer demand for some of our more traditional service offerings is decreasing steeply year on year. In other areas projections suggest rapidly rising demand at a time when budgets are sharply contracting. We cannot therefore stand still - collective flexibility, adaptability and responsiveness will be essential.

These challenges will require us all to adopt increasingly transformational approaches to how we work, particularly more integrated working with partners and communities. It is only by doing so that we will continue to be able to meet customer needs in ways that are sustainable and affordable for all our stakeholders.



Stuart Crickmar

Head of Strategy & Customer Services

June 2013

2. Highlights of the Year

This annual review provides a summary of Strategy and Customer Services' achievements over 2012/13.

April 2012 to June 2012

During the first quarter of the year we:

- Retained our Customer Service Excellence accreditation for the 2nd year;
- Supported a wide range of civic events including;
 - Olympic Torch Relay in June that saw 7000 people line the streets of Alloa.
 - Community gala days and events across the county for HM the Queen's Diamond Jubilee including lighting beacons on the Ochils.
 - Armed Forces Day event was held in June, and the Council and our partners signed an Armed Forces community covenant in September.
- successfully relocated Alloa Library to an interim location in the Speirs Centre in August;
- hosted a visit from budding politicians of former Soviet bloc counties as part of the John Smith Trust;
- Refurbished Menstrie and Alva Community Access Points

July 2012 to September 2012

During the second quarter we:

- Introduced a new corporate complaints system, making us one of the first councils in Scotland to be fully compliant with the Scottish Public Ombudsman Scheme;
- Saw four Modern Apprentices complete their SVQ progressing on to positive destinations;
- Launched our ClacksPast online local history and archives resource;
- Supported the coordination a number of emergency response incidents, including flooding in Menstrie and Alva.

October 2012 to December 2012

During the third quarter we:

- Supported the coordination of a multi-agency emergency response around a major gas leak in Fishcross that saw 3500 households without gas for up to 4 days, and a month later supported the response to a major fire at Kilbagie ;
- Opened a new Ben Cleuch Centre in Tillicoultry in December bringing together a number of local services under one roof;
- Supported the Remembrance Day parade in November;

January 2013 to March 2013

During the final quarter we:

- introduced of a new library management system which will enable us to deliver more innovative services, such as eBooks;
- achieved a COSLA Bronze Excellence Award 2013 for Service Innovation and Improvement for the Business Support Model.
- were shortlisted for awards in all Growing in Excellence categories and were winners in the following:
 - Excellent Customer Service - Modernisation of Local Offices & Libraries
 - Outstanding Achievement - Emergency Response Team
- supported a number of developments to our community access points and hubs, for example:
 - refurbishment of Dollar and Clackmannan CAPs in March 2013, including the development of new junior library areas for our young readers.

3. Financial Performance

The service budget for the year 2012/13 was £7.1 million. Overall, an under spend of £610,000 was realised. The reasons for this include ongoing realignment of budgets following service and organisational change combined with ongoing efforts to improve efficiency. A significant proportion of the service under spend (£480,000) is attributable to vacancies, which have now been filled, and the centralisation of the Corporate Learning and Development budget. Service budgets were centralised and brought into Performance and Change at the start of 2012/13. As part of this change, we have introduced a much more rigorous approvals process for learning and development to ensure equality of opportunity for all staff, and that training is aligned closely to business need, including workforce planning requirements. This is a significant change that brings significant opportunities for improvement and efficiency. However, the scale of the task is such that it will take another business planning cycle before we will be in a position to accurately forecast and align budgets with business requirements.

	Annual Budget	Budget to 31/12/2012	Outturn	Variance
	£000	£000	£000	£000
Total	7,173	7,173	6,563	(610)

As a service our savings target for the year was approximately £285,000. The target was achieved as planned during the course of 2012/13.

Description of Saving	Saving 2012/13	Progress	Comment
Restructure Strategy & Performance	(30,000)	(30,000)	Complete
Restructure Customer Services & Libraries	(106,000)	(106,000)	Complete
Reduction in grants to voluntary organisations	(4,849)	(4,849)	Complete
Balance of Fairer Scotland after distribution to services	(144,000)	(144,000)	Complete
Total	(284,849)	(284,849)	

4. Performance

Key Service Activity

Civic Events

We provided support to a wide range of civic and community events throughout 2012/13. These events included the Olympic Torch Relay community gala days, events for HM the Queen's Diamond Jubilee and Armed Forces Day. The service supported partners signing an Armed Forces Community Covenant in September 2012.



Emergency Planning Response

Strategy and Customer Services has supported a number of incidents throughout the year, including major responses. These include weather related incidents such as flooding and evacuation of Menstrie House and supporting a successful coordination of a multi-agency response following a gas leak in November which saw 3500 households without gas for up to 4 days.



Community Engagement and Development

We continue to play a key role in developing approaches to community engagement and development. We work with our third sector partners including community councils, tenants and residents federations and the Clackmannanshire Third Sector Interface to ensure that our communities are engaged with shaping service design and decision making.

We manage the Clacks 1000 citizens panel and in 2012 refreshed, increased the membership and reviewed the composition of the panel. This aims to ensure that the panel is as representative as possible. We continue to work with grass roots and new community and representative groups to support and develop capacity and their community vision. Throughout 2012/13 we supported two pilots with both communities developing community actions plans.

Consulting with our employees, customers and stakeholders in shaping and designing services and in supporting decision making is a key role. We support the interface between community and customers with the Council, our service areas and our partners to ensure that genuine consultation and engagement takes place to support decision making. During 12/13 we supported in excess of 30 consultations ranging from online, public meetings, face to face with community and representative groups and customer satisfaction feedback. In enhancing our approaches to consultation, we have implemented a new web-based interface for managing and reporting on consultations, community events and meetings and engagement days which aims to increase transparency around decision making processes. This has been developed alongside revised guidelines and toolkit for improving how we consult and engage our employees, customers and stakeholders.

Strategy and Customer Services also deliver a young parents engagement programme throughout Clackmannanshire in partnership with a wide range of health and social care partners. The Young Parents Programme in Clackmannanshire works with young mums to help them engage with education, training and employment opportunities, working towards positive future outcomes. The Young Parents Key Worker works with the parent to support them with debt, money advice, benefits, housing and social issues and then works to support their long term aspirations through education, training and into employment. Throughout 2012/13 the Young Parents programme has supported 42 clients with the majority making positive outcomes into education, training and employment.



Community Planning

The service provides the lead for developing Community Planning across Clackmannanshire. 2012/13 has seen significant work in developing a new partnership working framework, partnership priorities are key areas for action following publication of the Christie Commission. Partnership workshops and development sessions have culminated in a new Single Outcome Agreement for 2013/2023 which sets out the 10 year vision for public service delivery in Clackmannanshire.

Alongside the development of our Single Outcome Agreement, we have supported our partners with the ongoing programme of public sector reform. Working with colleagues throughout Fire and Police reform to develop local plans for each in Clackmannanshire.

Delivering Customer Services

Strategy and Customer Services continues to deliver high levels of customer satisfaction through all its front line customer service activity - online via ClacksWeb, on the phone via the Contact Centre and face to face in local offices, through the registration of births, deaths, marriages, civil partnerships and conduct of ceremonies by the registrars, as well as the delivery of adult learning and computer classes for the wider community.

Significant improvements have taken place in almost all local offices in the last 12 months and across the wider library service, reflecting the need to modernise the service and make it fit for purpose going forwards. This recognises the need for the library service to change, as the demand for books decreases rapidly. We need to move beyond traditional library services, and as such we continue to challenge and change working practices in line with changing demand. Some key building blocks were put in place this year, including a new library management system that will enable us to deliver more exciting online services and introduce eBooks in 2013/14. A number of innovative online services were introduced including ClacksPast and ScottishCertificates.org.uk (making it easier for people anywhere in the world to obtain a replacement Scottish birth, death or marriage certificate).

The service led the introduction of a new Complaints Handling Procedure, in line with national developments to create a simplified and standardised approach. This resulted in Clackmannanshire Council being one of only a few councils to be rated as 'Fully Compliant' by the Scottish Public Services Ombudsman.

Supporting and Developing Staff

A number of initiatives were implemented and deployed throughout 12/13 which were improvement actions identified from the staff survey in 11/12. These initiatives, which are consistent with the Council's People Strategy and the Investors in People quality standard, aimed to improve communication and learning and development across the Directorate and service. One of our aims throughout 12/13 was to ensure

that all staff receive an annual PRD. Though the corporate staff survey indicated that 77% of staff received a PRD in 2012/13, our service review suggests that over 90% were completed in 2012/13 - a figure that we aim to build on in 13/14.

As a service we have implemented structures which support continuous improvement and performance. Regular team meetings and individual 121 meetings are held at least 6 weekly intervals. We ensure that development of business and operational plans are inclusive and that clear links are established between an individuals work plan, teams plans, business plans and corporate strategies and priorities.

As a directorate we have trialled a number of initiatives which aimed to improve communication. Feedback has suggested that these initiatives have been well received and are improving how the Directorate and service communicate key messages with our employees. We have also listened to what has not worked so well and continue to work with our employees to develop a framework which supports positive communication and active listening.



The service has a corporate role in managing both internal and external communications and marketing. We have a number of communications tools which we continue to develop in response to employee, customer and stakeholder feedback. Grapevine, which is the Councils Corporate newsletter, View our quarterly residents newspaper, CONNECT our corporate intranet, Clackweb and use of social media are our key corporate communications tools. The Corporate Communications and Marketing strategy for 2013/2017 sets out the Councils vision for how we will use these tools to communicate with our employees, our customers and our stakeholders.

Strategy and Organisational Development

Strategy and Corporate development is a significant role for Strategy and Customer Services. Throughout 2012/13 we have supported the development of key Council and partnership strategies including; the Corporate Plan 2012-2017, Information Library & Learning Strategy 2013-2016, Corporate Communications Strategy 2013-2017, Corporate People Strategy 2013-2017, Single Outcome Agreement 2013-2023, Local Policing Plan for Clackmannanshire 2013-2016 and Local Fire Plan for Clackmannanshire 2013-2016. The service has also supported the development of other Council and service strategies such as the Council's Leisure Strategy 2013-2017.

Corporate continuous improvement is promoted through our organisational change programme. Throughout 2012/13 we have supported 11 operational and partnership team self assessments as part of the programme with a number still being progressed. In late 2012/13 agreement was made to conduct Clackmannanshire Improvement Model (CIM) assessments at Heads of Service level.

Continuous Improvement

We

4.2 Performance

Relate to Corporate Plan priority outcomes. A paragraph of narrative on those that apply (as per your business plan), and link to the appendix - which will be a Covalent report covering all your business plan performance indicators and measures (your Covalent superuser can advise on the template to use).

Every service report should include **“The council is efficient effective and recognised for excellence”**. You may find it helpful to break this down into the following:

- People (staff) Results
- Customer Results
- Key Performance Results








The service also continues to support Customer Service Excellence accreditation for Council services. Six service areas have achieved CSE accreditation throughout 2012/13. The Council will also welcome a team of assessors for our Corporate entry for the Quality Scotland Recognised for Excellence scheme in early 2013-14 with the aim of improving our corporate 3 star rating from 2011.











Awards

Strategy and Customer Services have enjoyed a number of successes in both national and local awards schemes in 2012/13. The service won two awards at the Council's Growing in Excellence awards scheme for Excellent Customer Services for the Modernisations of Local Offices and Libraries and Outstanding Achievement for our Emergency Planning response. We achieved Customer Service Excellence for the second year running, and the Clackmannanshire Business Support Model secured a COSLA Excellence award for Service Innovation and Improvement in 2012/13.














Guide to symbols used in this report

ACTIONS	
Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed







PIs					
Status		Short Term Trends (1 year)		Long Term Trends (3 years)	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				

Summary of service performance by corporate priority outcome

Th 2 Our communities are more cohesive and inclusive									
	Actions		4		0		4		0
	PIs		5		0		1		0






Th 9 The Council is effective, efficient and recognised for excellence									
	Actions		10		0		7		0
	PIs		9		6		7		12


2 Our communities are more cohesive and inclusive

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target				
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community		47%	54%	35%			This is an SOA indicator.. A new target will be set in consultation with partners in quarter 4. Community cohesion is a key indicator linked to tackling social inequality, and as such is a key focus of our CLD work. There is possibility that this indicator is sensitive to major 2012 events such as the Queen's Jubilee and the Olympic Torch Relay.	Cherie Jarvie
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	46%	53%	52%	45%			This is an SOA indicator and the target will be revised in consultation with our partners. There is a modest improvement against this measure. Interestingly, the figure for our most vulnerable communities, which have been a key focus for the service in 2012/13 is 44%. We will continue to evaluate and deploy pilot initiatives to improve performance though changes in perceptions are likely to take time to build momentum.	Cherie Jarvie
SAP CL1 028	% residents who feel that Clacks has good opportunities for adult based learning		56%	49%	80%			This is an SOA indicator and the target will be revised in consultation with our partners. Whilst we have seen a fall in performance against this measure between 2011/12 and 2012/13 for Clackmannanshire residents as a whole, we have seen a significant improvement in our most deprived communities with 61% satisfied with opportunities for learning. This reflects the focus of community based adult learning on our most vulnerable individuals and communities in Clackmannanshire in a drive to reduce inequality.	Cherie Jarvie










Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target				
SAP CL1 029	% residents who wish to be involved in local community planning		35%	36%	45%	↑	↑	This is an SOA indicator and the target will be revised in consultation with our partners. This is a new indicator which was introduced in 2011. This area of work remains a key priority for the 2012/13 service through deployment of the Single Outcome Agreement and CLD Strategy.	Cherie Jarvie
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making		23%	26%	35%	↑	↑	We have seen positive progress against this measure over the reporting period. This remains a key area for focus for the service and Community Planning partners over 2013/14.	Cherie Jarvie
SAP CL1 031	% of residents who attend community and representative groups		11%	8%	20%	↓	↓	Performance is down over the reporting period, though as relatively new measure in the Clacks 1000 it will need a couple of reporting periods to assess effectiveness. The measure is intended to show the impact of the CLD strategy, e.g. encouraging more residents to get involved in groups that can influence service design, such as community councils and tenants & residents groups. In partnership with the CTSI we are developing methods for increasing the numbers and effectiveness of people involved, through the deployment, for example, of an upskilling programme. This work remains a key focus for the Council and the Alliance.	Cherie Jarvie

Covalent Code	ACTION	Impact	Status	Full year update	Lead
CUS LIB 004	Define blueprint for & develop a network of integrated community hubs to include a new library and local public service provision - Menstrie	Increased usage Increased user satisfaction Increase in strong sense of community	✓	Completed June 2012	Brian Forbes
CUS LIB 005	Define blueprint for & develop a network of integrated community hubs to include a new library and local public service provision - Tillicoultry	Increased usage Increased user satisfaction Increase in strong sense of community	✓	Completed December 2012. First user group meeting held in March 2013.	Brian Forbes

Covalent Code	ACTION	Impact	Status	Full year update	Lead
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	Increased usage Increased user satisfaction Increase in strong sense of community		Works to commence in late May 2013, following delays due to funding and Hubco contractual considerations. Contract to take 45 weeks. Opening date planned for Saturday 10 May 2014.	Brian Forbes
CUS LIB 007	Develop the Council's Library, Information & Learning Strategy	Increased usage Increased user satisfaction		Complete though not approved. Strategy to be submitted to Council in August 2013.	Brian Forbes
SCS SAP 007	Review interim Community Learning and Development Strategy and develop 3 year approach	Increase in strong sense of community Increased involvement in local decision-making		Progress on a refreshed strategy has been slower than anticipated. National Guidance has been published by the Scottish Government and a series of roadshows are being rolled out for Community Planning Partnerships. The CLD Strategy is a key underpinning strategy supporting the developing Single Outcome Agreement 2013-2023, with which it will need to align.	Cherie Jarvie
SCS SAP 008	Implement a programme of community capacity building support as agreed in the interim CLD strategy	Increase in strong sense of community Increased involvement in local decision-making Increased participation		The service continues to support a broad range of work in this area. We are in the process of rolling out learning from a Tullibody pilot on developing local community plans, in Alloa and Sauchie. Hawkhill Asset Based Approach continues to be supported. We continue to deliver an ongoing programme of capacity building and training to Community Councils and TRF as well as wider members of the voluntary sector through committees and groups. In this qtr the service has supported 9 grassroots community groups to secure £44k of external funding for local community development purposes	Cherie Jarvie
SCS SAP 009	Develop a corporate community engagement plan for 2012/13	Increase in strong sense of community Increased involvement in local decision-making Increased participation		This action was not fully completed, though we continue to support a wide range of planned and ad hoc consultation and engagement activity, including consultations on the budget and SOA during this quarter.	Cherie Jarvie













Covalent Code	ACTION	Impact	Status	Full year update	Lead
SCS SCS 009	Deliver an extensive programme of major civic events in 2012/13	Increase in strong sense of community		Extensive Civic Events Programme delivered concluding with 2013 Clackmannanshire Awards Ceremony which took place on 21st February. Positive feedback received from many attendees with good coverage in the media.	Alison Bryce; Stuart Crickmar;



9 The Council is effective, efficient and recognised for excellence







Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target				
BUS BUS 002	Customer satisfaction with overall experience of Business Support	84.0%	94.1%	94.1%	90.0%			The 2012/13 customer survey indicate a high level of level of satisfaction. NB: target was set before 2011/12 data was available.	Alison Bryce;
CUS REG 001	Customer satisfaction with overall experience of with the Registrars Service		100.0%	97.1%	100.0%			Though short of target, high levels of customer satisfaction with the service are be realised.	Brian Forbes
SAP CIM 010	Council EFQM Recognised for Excellence star rating		3		5			A submission has been prepared for the national 'Recognised for Excellence' quality standard. This will provide external evaluation of where the council measures up against this internationally recognised standard. At present the Council is rated as 3 star rating which only a handful of other councils in Scotland have thus far achieved. Results will be announced on 18 June 2013.	Stuart Crickmar; Cherie Jarvie
SAP CSE COU	% of Council services with full CSE accreditation		17%	67%	50%			Good progress has been made this year. The target for the year has been met early, with 3 services having achieved full CSE accreditation (S&CS, SS and Community & Regulatory) and 1 service has achieved part accreditation (Social Services). Strategy & Customer Services supports all services in developing their culture and systems to achieve the CSE standard.	Cherie Jarvie
SAP SAP 001	Customer satisfaction with overall experience of Strategy & Performance		82.3%	85.0%	80.0%			Though we exceeded our target, more frequent reporting is currently being introduced to improve sensitivity of results.	Cherie Jarvie








Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	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%	70.0%	↑	↑	The service has seen improvement against this indicator. Key initiatives on improving communication and consultation with staff in the service have been carried out through 2012/13 and will continue to be a service priority in 2013/14. This has included improvements in consistency of PRDs, 121 meetings and team meetings, as well as team tours, libebites and corporate newsletter.	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%	50.0%	↓	↓	This indicator is strongly linked with staff engagement, and clearly remains a key area for improvement in 2013/14. The wider management team, including team leaders, will give this further priority during the coming business planning year.	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%	80.0%	↑	↑	The service has improved against this indicator over the reporting period. A target of 80% was considered realistic at the start of the year given vacancies in key posts. With these posts being filled performance has improved with over 90% of staff actually having received a PRD in 2012/13. The difference between perception and actual nonetheless is a topic for exploration.	Stuart Crickmar; 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%	55.0%	↓	↓	Work in both the areas of equalities and training & development, including the centralisation of training budgets and approval will improve staff confidence in this area, and the impact of these changes will be assessed in the 2012 staff survey.	Stuart Crickmar
SAP S19 ALL	Staff survey - All staff - Senior Managers (received an appropriate level of leadership coaching)	53.7%	39.0%	38.6%	60.0%	↓	↓	Throughout 2012 significant work has been carried out to implement leadership and management coaching to all managers in the service through 360 degree assessments. The service is also finalising a corporate leadership and management programme which will be implemented in 2013 which will provide a programme for senior managers, team leaders and staff who are identified as future managers in Clackmannanshire Council.	Stuart Crickmar





Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target				
SAP S29 ALL	Staff survey - All staff - The level and timing of communication across the Council is good	11.5%	22.1%	23.0%	33.0%	↑	↑	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 is being undertaken to understand best practice.	Stuart Crickmar
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%	50.0%	↑	↑	The service has seen a modest improvement against this measure which is positive, though this is tempered against the considerable effort has gone into improving service communications and information. Staff feedback indicates that some of these initiatives have proved more successful than others - all our approaches are constantly under review.	Stuart Crickmar; Cherie Jarvie
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%	60.0%	↓	↓	Considerable effort has gone into improving service communications, information available to staff and how staff can feedback their views. Staff feedback indicates that some of these initiatives have proved more successful than others.	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%	55.0%	↓	↓	Despite considerable efforts, results indicate a change in approach needs to be adopted. There is a link with staff engagement which provides a focus for consideration going forward.	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%	50.0%	↓	↑	Anecdotal evidence gathered from the Service suggests that staff overall find Grapevine an informative publication. The service has also seen an increase in the numbers of staff pro-actively submitting articles for Grapevine. The latest figure from the 2012 staff survey will be reported in next quarters performance report.	Stuart Crickmar
SAP S38 SCS	Staff survey - Strategy & Customer Services staff - Survey response rate	9.5%	32.6%	40.4%	100.0%	↑	↑	The survey response rate for Strategy and Customer Services will be available once the updated staffing numbers are known.	Stuart Crickmar; Cherie Jarvie
CUS CAP 001	Satisfaction with overall experience of Community Access Points	96.5%	100.0%	97.8%	100.0%	↓	↓	High levels maintained in Q2. Frequency to be increased to quarterly in 2013/14.	Brian Forbes

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target				
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	88.2%	90.0%	86.0%	95.5%			Results were 87% for first half of 2012/13. Next survey due mid-March 2013. The survey frequency will be increased in 2013/14. Failures in service fulfilment are key dissatisfiers. These issues are logged and reported back to service providers then monitored to minimise repeat issues.	Brian Forbes
CUS LIB 005	% of population who regularly use the library (i.e. borrow books)	17.00%	16.00%	12.10%	19.00%			Significant reduction in active borrowers, primarily due to loss of customers at Alloa interim library (Speirs Centre) and different ways in which people access books and content.	Brian Forbes
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	14%	30%	32%	35%			Performance remains relatively static. Public agencies do work well together in Clackmannanshire, however, greater engagement and communication efforts are required to shift perceptions more positively. This will be addressed as part of the revised Communication strategy.	Cherie Jarvie
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	12.00%	25.00%	28.00%	30.00%			We have seen an improvement in this measure between 11/12 and 12/13. Significant effort has been made on communication with a range of pro-active communications tools and approaches adopted. Development of the new Corporate Communications and Marketing Strategy will ensure a continued focus on evaluating how the Councils communicates with residents in Clackmannanshire.	Cherie Jarvie
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance		26.00%	29.00%	30.00%			We have seen an improvement against this measure between 11/12 and 12/13. In late 2011 focus groups were held with residents which explored their preferences for receiving information from the Council. This has informed the way that performance information is provided through the View, Press and Social media.	Cherie Jarvie
SAP CL1 034	% partners who believe the community planning partnership has a clear purpose	50.00%	66.70%		75.00%			The survey of Community Planning Partners for 12/13 will be carried out in quarter 4 and reported in the next service report.	Cherie Jarvie

Covalent Code	KPI	2010/11	2011/12	2012/13	2012/13	1 Year Trend	3 Year Trend	Full year update	Lead
		Value	Value	Value	Target				
SCS SCS 016	Number of complaints received about service		4	9	3			The introduction of the new complaints system has seen a renewed focus on encouraging staff to log and regard complaints as learning opportunities to improve service.	Stuart Crickmar

Covalent Code	ACTION	Impact	Status	Full year update	Lead
SCS BUS 004	Continue to support the implementation of IDOX/EDRMS in run up to Kilncraigs move	Improve user satisfaction		Completed workplans for 2012-2013 and now working on plans for the coming year to prioritise work for moves to Kilncraigs	Alison Bryce;
SCS BUS 005	Develop and deliver an induction programme for elected members	Informed elected members Increased customer satisfaction		Follow on Training Programme being developed from the individual information gathered during the Training Needs Analysis exercise.	Alison Bryce;
SCS CUS 001	Implement new 2-stage Corporate Complaints procedure, in accordance with the Ombudsman's recommendations	Improved processing of customer feedback. Increased customer satisfaction		Jim Martin, Scottish Public Services Ombudsman visited Clackmannanshire Council on 22nd January 2013 and commented positively on the work done to date in Clackmannanshire the new 2-stage system.	Brian Forbes
SCS LIB 008	Implement a new Library Management System to improve public access and efficiency of library processes	Improved usage of library service. Increased customer satisfaction		New library management system was introduced in late February 2013.	Brian Forbes
SCS SAP 010	Develop a management information strategy	CIM 'Results' ratings improve across the Council Improving user satisfaction		CMT agreed not to proceed with strategy, given this work is subset of approved information strategy. Our key processes have been reviewed and developed over the last quarter and significant progress has been made in our approaches to performance reporting through Covalent and review of risk management processes. Work is ongoing nationally looking at the SOLACE benchmarking project, which is expected to replace the current SPI reporting. These developments will all be reflected in the Management Information Plan, the completion of which will run into Q1 2013/14.	Cherie Jarvie
SCS SAP 011	Implement a revised Communication Strategy	Improved reputation externally More staff say that communication across the council is good		Draft Strategy is prepared. The final version is now scheduled for Council in May 2013, later than planned.	Cherie Jarvie

Covalent Code	ACTION	Impact	Status	Full year update	Lead
SCS SAP 012	Implement CIM improvement framework	All services achieving CSE Council achieves EFQM 'Recognised for Excellence' accreditation status		CIM Programme is progressing with 5 assessments completed and 6 currently in progress. 6 Partnership assessments have also been carried out with Community Planning Partners. One shared services (non-childcare element of Social Services) has also been completed jointly with Stirling. A revised programme is being developed to improve alignment with Business Planning processes which will see CIM programme carried out at Head of Service Level. 'Recognised for Excellence' award underway with initial submission being developed and due in December 2012.	Cherie Jarvie
SCS SAP 013	Refresh Corporate Plan	Increased policy cohesion Shared understanding of priorities		The Councils Corporate Plan 2012-17 was approved at Council on 11 October 2012.	Cherie Jarvie
SCS SAP 014	Refresh the Single Outcome Agreement for 2013/14 in line with public sector reform	Increased policy cohesion Shared understanding of priorities		Development of the new Single Outcome Agreement is progressing on target. Awaiting feedback from SG before finalising by end of June.	Stuart Crickmar; Cherie Jarvie
SCS SAP 015	Implement revised corporate consultation guidance and toolkit to improve processes for consulting with customers and communities	Improved satisfaction from communities on consultation. Clear process for Council services		New citizen space system introduced. First consultations are now on public system.	Cherie Jarvie
SCS SAP 016	Implement revised community planning partnership structures to facilitate public sector reform	Improved partnership working Increased policy cohesion linked to SOA		Complete - new structure embedding..	Cherie Jarvie
SCS SCS 010	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		Not fully compliant. The employee survey results for 2012 have now been published and an action plan will result as part of the business plan. It is not likely that this target will now be met until 2013/14.	Stuart Crickmar
SCS SCS 011	Strategy & Customer Services will demonstrate that it continues to operate to the CSE quality standard	Improved customer satisfaction		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.	Stuart Crickmar

Covalent Code	ACTION	Impact	Status	Full year update	Lead
SCS SCS 012	Support infrastructure requirements for shared services with Stirling Council	Effective shared services Increased customer satisfaction		Ongoing support provided as required. Main support effort remains in the areas of performance management and business support.	Stuart Crickmar
SCS SCS 013	Implement changes resulting from the outcome of 2012 local government elections	Effective Governance Increased customer satisfaction		--Records updated and procedures amended to incorporate changes resulting from the 2012 local government elections.	Alison Bryce; Stuart Crickmar; Brian Forbes;
SCS SCS 014	Develop a Corporate Asset Management Strategy	Effective governance Improved efficiency		Draft strategy in development in tandem with work of the CIF. This was scheduled to go to Council in March 2013 along with 6 supporting asset plans, however, this has now been pushed back into autumn 2013 to align with our SOA and corporate plan aspirations	Stuart Crickmar
SCS SCS 015	Review People Strategy, including Workforce Development arrangements	Improved efficiency Improved staff satisfaction		Work is complete, with slippage. A revised date for presenting to Council has been agreed with CMT.	Cherie Jarvie