
Report to Resources & Audit Committee

Date of Meeting: 26 September 2013

Subject: Strategy & Customer Services Performance and Finance Report

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. This report updates committee on the performance and finance position for Strategy & Customer Services for the 1st Quarter 13/14.
- 1.2. The performance element relates to the service's Business Plan for 2013/14.

2.0 Recommendations

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

3.0 Service Activity - Key Issues

- 3.1. Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific. Strategy and Customer Services supports the vision of Finance and Corporate Services to;

achieve excellence in the delivery of corporate, support and customer services and be recognised for our first class people, first class customer service and first class results.

The main objectives of the service, in supporting this vision, are to;

- Support the strategic positioning of the Council;
- Enhance corporate performance and service delivery; and
- Deliver excellent services in local communities.

A full performance report from the Covalent systems is attached at Appendix 1, however, key service activity in the 1st Quarter 1 is outlined below.

- 3.2. Civic Events - A number of civic events were facilitated over this period, these include:

29th April - Workers Memorial Day - this is an international day of

remembrance for workers killed, disabled, injured or made unwell by their work. The event was led by Depute Provost with speeches from the Chief Executive, Unison representative, Gordon Banks MP and Keith Brown MSP. A number of staff were also in attendance.

24th June - Armed Forces Day - this event was attended by members from the Royal British Legion Clackmannanshire and District Branch, Air and Army cadets and veterans. The Parade was inspected by Lord Lieutenant, George Reid accompanied by Provost Tina Murphy.

26th June - Reception for Alloa Athletic Football Club. This was organised in recognition of the team's promotion to Division 1. The event was attended by Members as well as staff from the Board of the Football Club and Chairman.

- 3.3. Elected Members induction - a review has been undertaken of the Training Needs Analysis and a training plan has been formulated for outstanding training requests.
- 3.4. Community Planning & Single Outcome Agreement - Clackmannanshire's Single Outcome Agreement for 2013/23 was formally signed off in July 2013 following an comprehensive Quality Assurance process. Both partnership teams (Community Well-being and Business, Jobs and Skills), facilitated by the service, are developing Actions Plans for delivering the SOA. These are expected to be presented to the Alliance meeting in December for approval.
- 3.5. Customer Services/Libraries/Community Hubs & Online Services - an Information, Libraries & Learning Strategy has been developed and will be submitted to Council for approval in October 2013. The strategy incorporates best practice, builds on feedback from users and staff, and considers how changes in the way people access books and digital content will impact on the Council's library service in future.
- 3.6. A number of new online services were launched in June 2013:
 - requesting bulky uplifts online via ClacksWeb.
 - Live Chat - "*Have a Question? Click Here to Chat*" allows customers to chat online with a member of staff to help find answers to their questions, all in real time. Clackmannanshire Council is believed to be one of the first councils in Scotland to have introduced this online service. Customer take-up will be monitored over time, with the aim of reducing unnecessary contact through more expensive contact methods.
 - "scottishcertificates.org.uk" is a new brand for the Council's online ordering of replacement birth, death, marriage and civil partnership certificates registered anywhere in Scotland, and administered by our Registrars service. Early signs are that this service is proving popular.
- 3.7. The service is actively involved in finalising the design and development of the refurbished Speirs Centre, including designing a new modern library, one stop shop, local and family history centre, exhibits and heritage information.
- 3.8. A partnership approach has been developed with Glenochil Prison, providing professional guidance and support to help develop an improved library within

Glenochil. The Prison Governor visited both Menstrie and Ben Cleuch Centre local libraries to view our own developments.

- 3.9. Community Consultation & Engagement - a number of developments and initiatives have progressed in this quarter. We continue to embed our new consultation system 'Clackmannanshire Citizen Space' which was launched in April and has supported 20 consultations to date. A Consultation guidance and toolkit has also been developed and circulated to staff and is available on the Clacks Consults pages of Clacksweb.
- 3.10. ODS have been commissioned to undertake an independent review of external and voluntary organisations funded by the Council. It is expected that this work will be complete by the end of the 2nd quarter,.
- The majority of communities now have local plans in place or are currently developing them. We will be engaging with the remaining 3 communities to discuss how we might support developing their priorities over the coming months. Hawkhill Community Association have continued to develop the asset based approach and are evidencing a high level of activity. A report has been prepared by HCA and they are expected to attend the next Alliance meeting in December to present progress in more detail to partners. An evaluation on the asset based approach is also currently being undertaken with St Andrews University.
- 3.11. Making Clackmannanshire Better - the service has supported early developments in Making Clackmannanshire Better programme including initial meetings with the community around the Tullibody Pilot. A number of key people have been identified within the service to take forward work supporting the programme under the themes 'making it happen - the Tullibody Pilot' and 'Making our Organisation Stronger'.
- 3.12. Strategy Development - in collaboration with other services, the service has contributed to the further development of a leisure and sport strategy, people strategy, and a communications strategy.
- 3.13. Commonwealth Games and Legacy 2014 - a Commonwealth Games and legacy plan is under development, with preparations are well underway ahead of the games in 2014. We have secured funding from Games for Scotland for a Clackmannanshire Festival of Sport and Dance and are gathering views from local Golf Clubs in Clackmannanshire on how we can collectively benefit from the legacy of the Ryder Cup in 2014.
- 3.14. Emergency Planning - thankfully we have not had to endure the levels of rainfall experienced in summer 2012 that caused so many issues with localised flooding. As a result, we have been able to make progress with the preparation of major incident contingency planning, including site-specific work with Diageo and a major piece of work to improve support to vulnerable people during emergencies.

4.0 Financial Performance

- 4.1. This element of report is intended to complement Corporate reporting arrangements. When considered in conjunction with the regular service performance reports, it is the aim that Elected Members will gain a greater

understanding and awareness of Service activities, which in turn will facilitate more effective scrutiny and the maximisation of the use of resources.

- 4.2. The undernoted table outlines the financial position as at end of July 2013 comparing the projected expenditure for this period with the profiled budgeted expenditure. A detailed analysis of variances in respect of each service area is attached at Appendix 2 .
- 4.3. The overall variance for Strategy and Customer Services is currently predicted to be underspent by £204,000 at the end of the financial year.
- 4.4. The major variances above can be attributed to Business Support. Almost £30K of this is as a result of postage savings, part of which is directly

	Annual Budget	Outturn	Variance
	£000	£000	£000
Business Support	2,767	2,608	(159)
CEO	199	194	(5)
Comms & Marketing	315	292	(23)
Customer Services & Libraries	1,745	1,724	(21)
Head of Strategy & Customer Services	98	95	(3)
Members Services	414	417	3
Performance & Business Change	1,356	1,360	4
Total	6,894	6,690	(204)

attributable to an improvement suggestion by 2 staff that we agreed to implement. Though it's still early days, we are cautiously optimistic that their ongoing vigilance and enthusiasm will continue to realise savings. A further £100K is attributable to ongoing efforts to realise employee related efficiencies in Business Support. We do not intend filling these vacancies, enabling potential savings opportunities for 2014/15.

- 4.5. The 2013/14 budget incorporated savings of £274k for Strategy & Customer Services. The full amount has been realised, with budget realigned accordingly.
- 4.6. Looking forward to the 2014/15 budget the service has a number of reviews underway. These include a review of the business support model, funding to voluntary organisations and the development of a service delivery strategy that includes consideration of statutory and discretionary functions provided by the service. In addition to these, we continue to seek out opportunities for

efficiencies within existing services models, with an element already identified for 2014/15.

5.0 Business Performance

5.1. Strategy and Customer services performance contributes to the overall achievement of corporate priority outcomes, but is primarily focussed on;

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

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

The Council is effective, efficient and recognised for excellence

5.2. Clacks 1000 - the results of the 10th survey are now available and will be reported to the Clackmannanshire Alliance in September, before being circulated widely. These results also inform SOA reporting. The panel was refreshed and increased in size at the end of 12/13 which aimed to ensure a balanced representation on the panel and also to increase our ability to analyse for smaller geographic areas. The Clacks 1000 results will be included in our service Annual Report in Quarter 4.

6.0 Achievements

6.1. Customer Service Excellence - for the 3rd year running the service successfully attained CSE accreditation in June 2013, this time with full compliance, the first council service to achieve the standard at that level. In addition we were awarded compliance plus in two areas of the standard.

6.2. Business Excellence Award - a project led by a team from the service saw Clackmannanshire Council being awarded with a European Foundation for Quality Management 4-star Recognised for Excellence Award in June - the level at which the Council achieved this internationally recognised quality standard was bettered by only one other organisation in Scotland this year.

6.3. Community Capacity Building - a wide range of community groups have been supported with funding applications by the service in the early part of 13/14. £110k of funding has been secured with over £1 million worth of funding bids pending.

6.4. Business Support - In June, two members of staff achieved their ILM Certificates - Level 5 Diploma in Management and Level 2 Certificate in Team Leading.

6.5. The Young Parents Project - continues to support 55 young mums and works closely with a number of partners specifically including Forth Valley College, Social Services, Education and NHS. To date 27 young mums have entered education or training, 6 young mums have entered employment and 3 young mums have been supported to return to school following the birth of their babies. Enabling these young women to move on to positive destinations will significantly improve their life chances and that of their children, therefore contributing to the Early Years agenda .

7.0 Opportunities, Challenges & Risks

- 7.1. The service reviews its risks on a monthly basis and records risks through Covalent. The service risk register is contained within Appendix 1.
- 7.2. Failure to comply with corporate governance standards is something we have identified as a risk. Included in our mitigations is a monthly programme of activity led by the head of service known as 'service risks and development'. This programme is designed to raise awareness of risks and issues throughout the service and provide support for managers and team leaders, including peer support, to ensure consistent high standards of governance. Workshops to date have included topics on general governance, data protection, health and safety and risk management.
- 7.3. Communication with staff is another area of risk identified, not least because it is a recurring theme of staff feedback. Significant management effort has been applied to this risk over the summer. All staff PRDs are done, and checks have been carried out to ensure that all staff are involved in team meetings and receive regular 121 meetings or equivalent. All team meetings use the same agenda as a basis to ensure that information is systematically communicated. In addition, we have introduced a cascade communication. This sees identical information being shared and discuss with all staff at their team meetings.

8.0 Sustainability Implications

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

9.0 Resource Implications

9.1. *Financial Details*

- 9.2. 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

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

9.4. *Staffing*

- 9.5. There are no staffing implications associated with this report.

10.0 Exempt Reports

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

10.0 Declarations

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

(1) **Our Priorities** (Please double click on the check box)

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input 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 type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input type="checkbox"/> |
| The environment is protected and enhanced for all | <input type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | <input checked="" type="checkbox"/> |

(2) **Council Policies** (Please detail)

11.0 Equalities Impact

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

Yes No not applicable.

12.0 Legality

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

13.0 Appendices

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

Appendix 1: Covalent

Appendix 2: Performance

14.0 Background Papers

14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Strategy & Customer Services Business Plan 2013/14

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127

Approved by

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

Quarter 1 Progress Report








KEY TO SYMBOLS









PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available





ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled

RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		

1 HIGH LEVEL SUMMARY

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




9 The council is effective, efficient and recognised for excellence								
PIs		1		2		1		4
Actions		0		3		30		



Risk Register								
Risks		1		2		6		0

2 DETAILED REPORT







Priority Outcome 2 - Our communities are more inclusive and cohesive

COMMUNITY


Covalent Code	ACTION	By When	Lead	Progress Bar	Expected Outcome Icon	Latest Note
SCS CUS 001	Ensure full deployment of new 2-stage Corporate Complaints procedure, in accordance with the Ombudsman's recommendations	14-Nov-2013	Brian Forbes	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Action complete. Annual Complaints Report presented to R&A Committee on 20 June 2013. Quarterly progress reports to be submitted to CMT (starting Q2 July to September 2013).
SCS SAP 017	Develop and implement a Community Learning and Development Strategy to support objectives of the Making Clackmannanshire Better programme	31-Mar-2014	Cherie Jarvie	<div style="width: 10%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 10%		Development of a revised Community Learning and Development Strategy will take place within the delivery of the Single Outcome Agreement and within the wider Making Clackmannanshire Better Programme. Development of the CLD strategy will sit within the remit of the Community Well-Being Partnership and will be developed jointly with partners in Clackmannanshire. An action and delivery plan for the CWPT is being developed by partners and will be submitted to the Alliance in December for approval.
SCS SAP 018	Deploy Citizen Space, corporate consultation guidance and toolkit and provide training to support implementation.	31-Dec-2013	Cherie Jarvie	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Citizen Space consultation tool has now been fully deployed. Corporate guidance on consultation has been developed and published on Connect. A training programme on carrying out consultations and using Citizen Space has been carried out with identified key users. This training will be rolled out to wider employees through the Learning and Development programme and Leadership and Management Programme.



Covalent Code	ACTION	By When	Lead	Progress Bar	Expected Outcome Icon	Latest Note
SCS SCS 016	Plan & deliver an extensive programme of major civic events in 2013/2014	31-Mar-2014	Alison Bryce; Brian Forbes; Cherie Jarvie	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;">25%</div>		St. John Vianney's Centenary Celebration took place on 4th August with attendance by some Elected Members and representatives of the Lord Lieutenant.
SCS SCS 017	Develop 2014 Legacy Plan for Commonwealth Games and Ryder Cup	31-Dec-2013	Stuart Crickmar	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;">30%</div>		A draft legacy plan is being developed and a number of key workstreams are in progress. At present the focus is mainly on the Active theme. Further work is required to better link with activity in other strands. There is a huge amount of activity already being progressed in this area, particularly around school engagements. A draft report will be prepared for CMT for October.

Priority Outcome 9 - The Council is efficient, effective and recognised for excellence


Code	Description	2010/ 11	2011/ 12	2012/ 13	2013/ 14	Q1 2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Short Trend		
BUS BUS 002	Customer satisfaction with overall experience of Business Support	84.0%	94.1%	94.1%	96.0%	87.1%		In July 2013, a customer survey was undertaken within Services to Communities. 23% of the customers surveyed responded. The survey indicated a high level of satisfaction. An Improvement Plan was formulated following the survey in relation to raising awareness within the Service of the Business Support Customer Charter, as well as ensuring the Business Support staff continue to receive relevant training on new legislation and systems brought into the Service. The Improvement Plan will be reviewed on a monthly basis.	Alison Bryce
CUS CAP 001	Satisfaction with overall experience of Community Access Points	96.5%	100.0%	97.8%	100.0%	92.0%		Slight drop due to customer dissatisfaction with welfare fund (2 customers), however satisfaction levels still remain high.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	88.2%	90.0%	87.0%	95.0%	89.4%		Quarterly surveys now being undertaken. Slight increase in customer satisfaction levels since last survey.	Brian Forbes
SAP SAP 002	Satisfaction with Strategy & Performance: Consultation and Information				90%	100%		This is the first quarter that we have collected feedback from customers who we have supported with consultation and information requests. The data collected during quarter 1 shows a consistently high level of overall customer satisfaction.	Cherie Jarvie
SAP SAP 003	Satisfaction with Strategy & Performance: Communications services				90%	92%		Communications has been involved in a number of campaigns in qtr 1 including foster care recruitment, dog fouling, Give me cycle space, welfare reform, Kilncraigs, Spiers and the new housing developments in Alva and Tullibody. Positive customer feedback has been received by Comms on their work in these campaigns.	Cherie Jarvie
SCS SCS 016	Number of complaints received about service		4	9	7	5		5 complaints were received against S&CS in Q1 (Apr to end June). All were responded to within target time. 4 were about service provision and 1 about staff attitude.	Stuart Crickmar




CUSTOMERS


Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 020	Strategy & Customer Services will demonstrate that it continues to build on the CSE quality standard	31-Mar-2014	Stuart Crickmar	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Fully complete.

Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 020 1	Ensure regular (min 1/4ly) and systematic customer feedback systems on all key processes	30-Sep-2013	Stuart Crickmar	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		This is now in place, with first reports available in first quarter of 2013/14.
SCS SCS 020 2	100% full compliances within the CSE standard	30-Jun-2013	Stuart Crickmar	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Full compliance was validated following an assessment in June 2013.


PEOPLE





Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 018	Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard	31-Mar-2014	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="width: 80%;"><div style="width: 80%; background-color: #4f81bd; color: white; text-align: center;">80%</div></div>		Business Support - Sample checks (10%) made with staff in August. 100% PRD's now complete, positive feedback from staff on format and regularity of meetings. Team Plans are in place and are monitored at monthly management meeting. Strategy and Performance - 100% PRDs now complete. Monthly 121's and team meetings taking place with positive feedback from staff in the service. Team Plans are in place for each team in the service and monitored at monthly management meetings. Customer Services - 100% PRDs now complete. Monthly 121's taking place. Team plans are in place for each team in the service. All staff were surveyed to check PRDs have been completed and staff are clear on their role going forwards.


Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 018 1	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	30-Aug-2013	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="width: 95%;"><div style="width: 95%; background-color: #4f81bd; color: white; text-align: center;">95%</div></div>		Business Support - All PRD's complete with staff jointly agreeing learning objectives in line with team priorities/risks. Training bids put forward and all essential training agreed. Strategy and Performance - All PRDs are complete with learning and development plans developed for each team. Learning and Development for all essential training and development is now being put in place following approval of bids at CMT in July. Customer Services - All PRD's complete with staff jointly agreeing learning objectives in line with team priorities/risks. Training bids put forward and all essential training agreed.
SCS SCS 018 2	Sample assess 10% PRDs to ensure all are done and high standards are maintained	30-Aug-2013	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="width: 95%;"><div style="width: 95%; background-color: #4f81bd; color: white; text-align: center;">95%</div></div>		Business Support - August 2013 - Sample check of 10% of Business Support staff to ascertain if they had their PRD objectives set for 2013-2014. One member of staff had not received their PRD due to sickness absence and this has now been undertaken. 100% of sample check staff receive regular 1-1 meetings. Strategy and Performance - 10% of PRD's have now been sample checked. All have been carried out to a high standard, all PRD objectives are set for 13/14 and all receive monthly 121 meetings. All employees reported satisfaction with PRDs and 121 meetings. Customer Service - August 2013 - Sample check of at least 10% of Customer Services staff PRDs, in terms of objectives and quality, nearly completed.
SCS SCS 018 3	Ensure service workforce plan systematically feeds development of 2014/15 business plan	31-Dec-2013	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>		Work has commenced on a medium term service strategy which includes a workforce planning element.




Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service	31-Mar-2014	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> 25% <div style="background-color: #0070c0; width: 25%; height: 100%;"></div> </div>		Meeting held in Town Hall on 14th August for all staff at Greenfield to ascertain service needs relating to the moves as well as looking at new processes/practices in line with new ways of working. Session was attended by all services in Strategy and Customer Services. Positive feedback from all staff with a number of ideas for improvement to embrace new ways of working and information on service delivery during the moves. Final work being completed with FM on new ways of working. Business Support staff from Services to Communities have been involved in the Pilot Scheme and have given feedback on operational barriers and positive information on new ways of working. A Sub-Group formed within Childcare which comprises 3-4 key Business Support staff to take forward requirements for Kilncraigs. There are currently 11 temporary scanners/indexers employed to undertake backscanning prior to the moves.

RESOURCES


Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2014	Alison Bryce; Brian Forbes; Cherie Jarvie	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> 42% <div style="background-color: #0070c0; width: 42%; height: 100%;"></div> </div>		Led by the Head of Service all team leaders attend a monthly seminar aimed at improving the consistency of standards across the service.




Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 021 1	Review data protection systems & staff training	31-Mar-2014	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 35%; background-color: #4f81bd; color: white;"></div></div> 35%		Service-wide - Awareness session provided to Team Leaders on 6 August 2013 from Governance team. Number of actions agreed, including sharing good practice across the whole service and identifying further training needs. Business Support Team Leaders currently liaising with key staff in their teams to review current practices and procedures with a view to formulating standard procedures throughout the team in relation to information handling and data protection. Strategy and Performance - employees identified as working with personal information have been trained in relation to information handling and data protection and we are currently reviewing our data handling procedures. Customer Services - Key employees working with customer information have been given guidance in data protection issues related to handling customer data.
SCS SCS 021 2	Review equality & diversity systems and staff awareness	31-Mar-2014	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 80%; background-color: #4f81bd; color: white;"></div></div> 80%		The service has led on a number of improvements in reviewing our equality and diversity systems as part of our requirements under the specific duties under the Equality Act. We have revised and published a simplified and improved EIA, we have worked jointly with Council Services and our partners to develop a set of measures and outcomes in mainstreaming equalities and we have met our obligation under the duties to publish information on our employees. We have developed an e-learning module on equality and diversity which is available on OLLE and equality and diversity is a key learning aspect in the Leadership and Management Development Programme which is currently being developed. An equalities briefing planned for October 2013 should see this action complete.
SCS SCS 021 3	Review staff awareness of H&S systems	31-Mar-2014	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 35%; background-color: #4f81bd; color: white;"></div></div> 35%		Team Leaders are currently reviewing risk assessments with teams and updating information. This will be reviewed following moves to Kilncraigs. The head of service provided an initial awareness raising session for all managers and team leaders to ensure this important area remains a key area for focus. H&S is a required standing agenda item on all team meetings at all levels of the service.
SCS SCS 021 4	Review systems and staff awareness of Finance Regulations, CSO & delegated responsibility	31-Mar-2014	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 20%; background-color: #4f81bd; color: white;"></div></div> 20%		Following risk sessions with all team leaders the service has agreed to organise further awareness sessions with the Procurement Manager to raise awareness on the Contract Standing Orders and Financial Regulations. The will take place in qtr 2 13/14. A detailed briefing was provided for all team leaders on risk management on 3 September 2013.

Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 022	Ensure necessary service efficiencies/budget reductions are achieved	30-Nov-2013	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="width: 43%;"><div style="background-color: #4F81BD; width: 43%;"></div></div> 43%		See comments below.

Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 022 1	Identify potential 5% SCS budget reduction for 2014/15	30-Nov-2013	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	<div style="width: 40%;"><div style="background-color: #4F81BD; width: 40%;"></div></div> 40%		This indicative target is now superseded by wider Making Clackmannanshire Better work however our medium term plan is under development which is linked to budget strategy.
SCS SCS 022 2	Conduct organisational review on extending business support model	30-Nov-2013	Alison Bryce	<div style="width: 15%;"><div style="background-color: #4F81BD; width: 15%;"></div></div> 15%		Working with HR on process of collation of information in relation to job families. Business Support are part of Council's pilot project in relation to work on job families. Once complete, this information can be incorporated as part of the Review.
SCS SCS 022 3	Conduct organizational review of funding to voluntary organisations	30-Nov-2013	Cherie Jarvie	<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%		ODS consultants produced a 1st draft report of the review of all external organisations that receive funding from Clackmannanshire Council in late August. This review has involved a comprehensive programme of interviews and discussions with all voluntary organisations, monitoring officers, Council services and stakeholders. Following finalisation of the review an action plan will be developed based on the recommendations from the review.

KEY PERFORMANCE ACTIONS

Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 021	Review and effectively deploy organizational approaches	31-Mar-2014	Cherie Jarvie	<div style="width: 70%;"><div style="background-color: #4f81bd; width: 70%;"></div></div> 70%		Progress against each organisational approach is shown below.

Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 021 1	Funding voluntary orgs	31-Mar-2014	Cherie Jarvie	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%		Approaches to funding Voluntary Organisations have been reviewed through a short life working group and a number of changes have been implemented. This includes the development of a new Code of Practice and Guidance for officers managing the provision of funding to voluntary organisations, a centralised register of all funded voluntary organisations and a centralised register of completed Service level Agreements with voluntary organisations. Each voluntary organisation that we provide funding to now has a named monitoring officer and each monitoring officer has been supplied with comprehensive guidance on the role of the monitoring officer.
SCS SAP 021 2	Equality Impact Assessment	31-Mar-2013	Cherie Jarvie	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%		A revised Equality Impact Assessment process has now been implemented and is available on Connect. Training will be provided on conducting EIA assessments as one of the key learning needs in the Leadership and Management Development Programme currently being developed.
SCS SAP 021 3	Risk management	31-Mar-2014	Cherie Jarvie	<div style="width: 40%;"><div style="background-color: #4f81bd; width: 40%;"></div></div> 40%		The service is implementing a number of developments which aim to improve the way that all services manage and report on risk. A number of improvements have already been approved by CMT. For example the corporate risk log has been reduced in size with service specific risks now being managed through service risk logs, and service risks are now reported to service committees through the standard performance reporting framework. A number of new developments are planned. A risk forum is being established across the Council which will; clarify our risk processes, ensure better integration of risk related disciplines and improve consistency of processes across the Council. The forum will review and develop our corporate Risk Policy and clarify processes for escalating risks between service and corporate risk logs. Risk Management is a key learning aspect in the Leadership and Management Development Programme currently being developed.

Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 021 4	Community engagement	31-Mar-2014	Cherie Jarvie	<div style="width: 30%;"><div style="width: 30%;"></div></div> 30%		We have developed revised guidance for all officers on consultation with communities which incorporates a number of themes on the National Standards for Engagement. We are currently developing similar guidance on engaging with communities which will be aimed at Council officers and their responsibilities. To date the service has carried out desk research and benchmark visits to other local authorities who are considered to be leaders in the field. Guidance for staff on engaging with communities will be finalised in qtr 2. Consultation and engagement is a key learning aspect of the Leadership and Management Development Programme currently being developed.
SCS SAP 021 5	Management Information	31-Mar-2014	Cherie Jarvie	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%		A draft Management Information Plan is in place, work is ongoing to align the plan with developments in covalent reporting, PMF guide and developments in risk management. The service intends to further develop and refine our Management Information approaches through member and officer workshops.

Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 022	Implement CIM improvement framework	31-Mar-2014	Cherie Jarvie	<div style="width: 45%;"><div style="width: 45%;"></div></div> 45%		Work is well underway on all aspects of this area of activity. Achievement of 4 star Recognised for Excellence standard for the Council in June is validation of significant progress made over a number of years. The standard is internationally recognised, with only one organisation in Scotland bettering it in 2013.

Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 022 1	Support FM, SS & Education achieve CSE standard	31-Mar-2014	Cherie Jarvie	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%		CSE accreditation has been achieved in part of Social Services (Criminal Justice and Adult Mental Health) and is being progressed in the remainder. FM is working towards a pre-assessment audit this year. A proposal for preparing Education in Clackmannanshire to the pre-assessment stage by the end of the year is with Education Services.
SCS SAP 022 2	Support SCS, CRS, Support Services to retain CSE	31-Mar-2014	Cherie Jarvie	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%		Strategy and Customer services retained their accreditation in July with full compliance. The annual audit for Support services is scheduled for the third quarter of the year.

Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 022 3	Oversee a Recognised for Excellence assessment	31-Mar-2014	Cherie Jarvie	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		4* excellence has been achieved in 2013. An improvement action plan will be developed following formal written feedback on the Councils submission.
SCS SAP 022 4	Deliver the CIM self assessment programme	31-Mar-2014	Cherie Jarvie	<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%		CIM assessments for Community and Regulation, Strategy and Customer services and Support Services in progress. Assessment for Childcare services initiated.

Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 023	Report annual reviews	31-Dec-2013	Cherie Jarvie	<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%		100% progress on delivering the SPI and Corporate Plan annual reviews is achieved. The SOA annual review will be completed and submitted to Scottish Government in early 2014.

Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SAP 023 1	SOA	31-Dec-2013	Cherie Jarvie	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%		Work has yet to commence on this work.
SCS SAP 023 2	Corporate Plan	31-Dec-2013	Cherie Jarvie	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		A annual review on the Corporate Plan will be submitted to Resources and Audit committee in October 2013.
SCS SAP 023 3	SPI Direction	31-Dec-2013	Cherie Jarvie	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		SPI report was approved at Resources and Audit in June 2013.


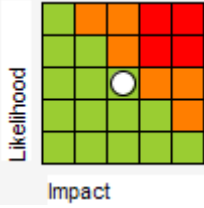
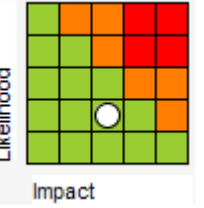

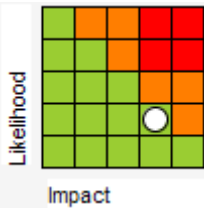
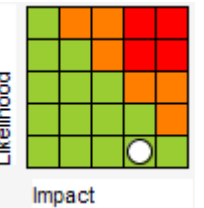
Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 023	Scrutiny Improvement	31-Mar-2014	Stuart Crickmar	<div style="width: 26%;"><div style="width: 26%;"></div></div> 26%		Though work progresses there has been slippage on the original milestones. The work is expected to complete, however, this will be outwith planned timescales.


Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS SCS 023 1	Implement plan approved Feb 2013	31-Mar-2014	Stuart Crickmar	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%		There has been some slippage on achieving the original deadline, although the draft PMF guide and TNA is developed. Development work continues with our partners.
SCS SCS 023 2	Complete 2 reviews agreed in Dec 2012	30-Sep-2013	Stuart Crickmar	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%		There has been slippage on achieving this within the original deadline. Significant progress has been made on both projects with considerable review of good practice and benchmarking visits having taken place. This work has involved our partners and workshops are scheduled to take place in Qtr 2 involving


Covalent Code	SUB-ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
						wide range of stakeholders. This work will now be completed in December although an interim progress report will be made to R&A in October.
SCS SCS 023 3	Undertake risk-based assessment with Committee	31-Dec-2013	Stuart Crickmar	0%		This will be actioned following discussion with the convener.


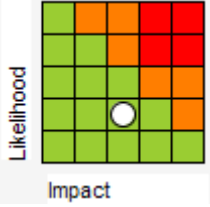
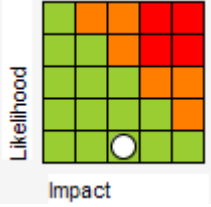
Covalent Code	ACTION	By When	Lead	Progress	Expected Outcome	Latest Note
SCS CUS 002	Develop a revised Corporate Customer Service Strategy	31-Mar-2014	Brian Forbes	0%		Development of updated strategy to commence in October 2013 and complete by March 2014.
SCS SAP 019	Gain council approval and Implement the revised People Strategy to support MCB programme	31-Mar-2014	Cherie Jarvie	30%		Implementation of the People Strategy through MCB is progressing well under the Making our Organisation Stronger theme. A Project Manager and Programme Lead have been identified to lead the delivery of the project. Report due to go to Council in October 2013.
SCS SAP 020	Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better	31-Mar-2014	Cherie Jarvie	50%		The revised Communications and Marketing Strategy for 2013/17 will go to Council in October 13 for approval following which an annual delivery action plan will be developed.
SCS SCS 024	Support 'Making Clackmannanshire Better' Programme	31-Mar-2014	Stuart Crickmar	40%		A significant degree of work has been undertaken over the course of the year defining and setting up programme governance. Early priorities have been workstreams 1 and 5. Project leads and managers are in place for both. Early data gathering and community engagement on the Tullibody pilot continues on track at the present time.
SCS SCS 025	Gain council approval and Implement the revised Corporate Asset Management Strategy to support Making Clackmannanshire Better	31-Mar-2014	Stuart Crickmar	20%		This work is part of a wider developments linked to Making Clackmannanshire Better. It is currently be development in tandem with a number of supporting asset management plans.


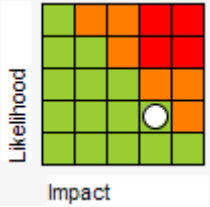
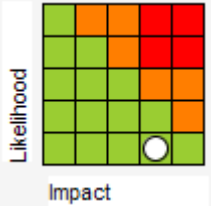
Risk Register 2013-14


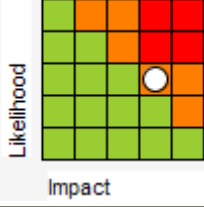
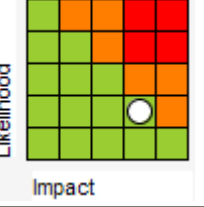
Covalent Code	Risk Description	Status	Current Rating	Target Rating
FCS SCS 015	Low usage of Community Access Points		9	6
Potential Effect	Reputational damage. Loss of revenue from bookings			
Related Actions	SCS CUS 002 Develop a revised Corporate Customer Service Strategy		Internal Controls	
Latest Note	Continuing to explore partnership opportunities and run more events and activities to encourage greater use of local offices.		Managed By	Brian Forbes; Cherie Jarvie; Eileen Turnbull
Covalent Code	Risk Description	Status	Current Rating	Target Rating
FCS SCS 016	Extended failure to be able to communicate with customers/undertake transactions for customers		8	4
Potential Effect	Reputational damage; Customer dissatisfaction; financial loss			
Related Actions	SCS CUS 002 Develop a revised Corporate Customer Service Strategy		Internal Controls	CS SCG Resilience & Preparedness Planning Business Continuity Plans
Latest Note	IT colleagues continuing to explore ways of improving the telephone and IT networks to minimise risk of downtime. We have BC Plans for each service area, however these are under review pending move to Kilncraigs		Managed By	Brian Forbes


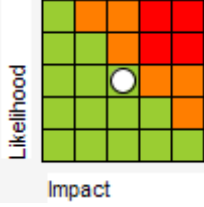
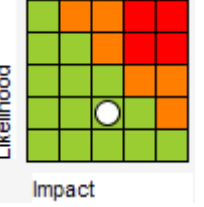
Covalent Code	Risk Description	Status		Current Rating	16	Target Rating	12
FCS SCS 017	Loss of key skills, knowledge or capacity due to abnormal staff absence levels or turnover						
Potential Effect	Decline in service provision ; programme slippage; decline in moral						
Related Actions	SCS BUS 004	Continue to support the implementation of IDOX/EDRMS in run up to Kilncraigs move		Internal Controls	Maximising Attendance & Employee Wellbeing Policy		
	SCS BUS 009	Continuous workforce planning to address specified needs					
Latest Note	Business Support - Reviewing Service Menus and skills gaps. Development opportunities put forward for temporary secondments to broaden skills/experiences. Strategy and Performance - Implementing maximising attendance policies and working within service to reduce/remove Single Points of Failure. Customer Services - Skills matrix developed to identify skills and knowledge needed at each contact point. Staff being encouraged to work more flexibly across different locations and phone/face to face to help share knowledge and skills.			Managed By	Alison Bryce; Brian Forbes; Cherie Jarvie		


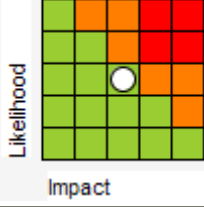
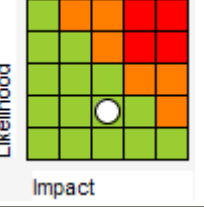
Covalent Code	Risk Description	Status		Current Rating	12	Target Rating	8
FCS SCS 018	Confidential information/data enters the public domain						
Potential Effect	Litigation; major damage to reputation ID theft or fraud may occur						
Related Actions	SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance		Internal Controls	Data Protection Co-ordinators & Guidelines		
Latest Note	Business Support - Data Protection training mandatory for all staff. Awareness session attended in August by Team Leaders. Currently undergoing a review of processes and procedures relating to data and information management with a view to streamlining processes across Business Support. Strategy and Performance - data protection provided to staff who are handling data. A online learning module has also been developed and is available on OLLÉ. Customer Services - Data Protection training mandatory for all staff. Awareness session attended in August by Team Leaders.			Managed By	Alison Bryce; Brian Forbes; Cherie Jarvie		

Covalent Code	Risk Description		Status	Current Rating	6	Target Rating	3
FCS SCS 019	Loss of office accommodation due to unforeseen incident						
Potential Effect	Programme slippage; reputational damage						
Related Actions	SCS SCS 019	Clearly communicate & manage smooth transition of service to Kilncraigs, including adoption of associated new ways of working across the service		Internal Controls		Business Continuity Plans	
Latest Note	Business Continuity Plans and Departmental Recovery Plans are in place for the service.			Managed By		Alison Bryce; Brian Forbes; Cherie Jarvie	

Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	4
FCS SCS 020	Staff suffer accident in workplace						
Potential Effect	Injury and or claim for compensation; reputational damage; HSE investigation; court action: absence of a key member of staff						
Related Actions	SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance		Internal Controls		Health & Safety Management System	
Latest Note	Health and Safety Risk Assessments are being carried out by all team leaders following service risk seminars.			Managed By		Alison Bryce; Brian Forbes; Cherie Jarvie	

Covalent Code	Risk Description		Status	Current Rating	12	Target Rating	8
FCS SCS 021	Corporate governance requirements not adhered to						
Potential Effect	Reputational damage; loss of confidence, legal action						
Related Actions	SCS SCS 018	Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard		Internal Controls	Governance Strategy		
	SCS SCS 021	Ensure that Strategy & Customer Services operates to very highest standards of Governance			Staff induction and development		
Latest Note	Service risk seminars with all team leaders have been implemented to ensure the service is adhering to corporate governance requirements. The leadership and Management Development Programme which is currently being developed will ensure that all team leaders are trained in essential elements of management and governance.			Managed By	Allison Bryce; Brian Forbes; Cherie Jarvie		

Covalent Code	Risk Description		Status	Current Rating	9	Target Rating	6
FCS SCS 023	Community engagement/communications failures						
Potential Effect	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence						
Related Actions	SCS SAP 017	Develop and implement a Community Learning and Development Strategy to support objectives of the Making Clackmannanshire Better programme		Internal Controls	Community Engagement Process		
Latest Note	We have implemented an engagement/communication interface for consulting and sharing information with communities. We have also developed a detailed consultation toolkit for guidance and practical advice on engaging and consulting with communities. We are in the process of developing a similar toolkit for engaging with communities based on the national standards and recognised good practice. The service continues to support a wide range of community groups in a wide range of ways. Monthly progress reports are prepared by the service on progress on Community Engagement, Development and Consultation.			Managed By	Cherie Jarvie		

Covalent Code	Risk Description	Status	Current Rating	Target Rating
FCS SCS 025	Failures of communication with staff		9	6
Potential Effect	Loss of morale Loss of efficiency			
Related Actions	SCS SCS 018 Strategy & Customer Services will demonstrate that it is operating to the IIP quality standard		Internal Controls	Communications Strategy
Latest Note	A wide number of communication tools have been implemented to improve communications. These have included a formal cascade briefing, a Directorate newsletter and staff 'lite bite' sessions. Based on feedback the service has held awareness raising and feedback sessions with service to improve how we use CONNECT as a corporate communications tool.		Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

Strategy & Customer Services Budget v's Outturn

APPENDIX 2

	Budget £'000	Outturn £'000	Variance £'000
Variance	<u><u>6,894</u></u>	<u><u>6,690</u></u>	<u><u>(204)</u></u>
Business Support			
Staff turnover and vacancy management			(118)
Postage costs forecast based on April to July actuals, plus clean mail discounts increasing			(39)
Childrens' Panel expenses and training forecast update inline with training programme and expenses to date			(9)
Other			7
Business Support Total	<u><u>2,767</u></u>	<u><u>2,608</u></u>	<u><u>(159)</u></u>
CEO			
CEO saving in supplies & services forecast in line with last year			(5)
CEO TOTAL	<u><u>199</u></u>	<u><u>194</u></u>	<u><u>(5)</u></u>
Comms And Marketing			
Underspend due to vacancy filled from Septemebr and staff flexi retirement reduction in hours.			(20)
Other supplies and services underspends			(3)
Comms And Marketing Total	<u><u>315</u></u>	<u><u>292</u></u>	<u><u>(23)</u></u>
Customer Services & Libraries			
Staffing underspends, due to changes in staffing strucutre has reduced relief cover.			(23)
Out of Hours -Service outscurced to Central Scotland Police in provided free of charge prior year, contract under negtioantion, estimated cost £30k, possible recharged to other services, but yet to be confirmed.			17
Reduction in Loomis collections saving achieved.			(15)
Customer Services & Libraries Total	<u><u>1,745</u></u>	<u><u>1,724</u></u>	<u><u>(21)</u></u>
Head Of Strategy & Customer Services			
Underspend in supplies and services			(3)
Head Of Strategy & Customer Services Total	<u><u>98</u></u>	<u><u>95</u></u>	<u><u>(3)</u></u>
Members Services			

Unachievable income due changes in Board members previously recharged.			5
Other underspends in supplies and services			(2)
Members Services Total	<u>414</u>	<u>417</u>	<u>3</u>
Performance and Business Change			
Underspends in employee cost due to voluntary severance budget to be removed, and reduced hours			(42)
Corporate Training projection based on approved bids for each service.			(2)
Making Clacks Better. Agency Staff fees for Project Manager estimated for Sept to March			51
Other			(3)
Performance and Business Change Total	<u>1,356</u>	<u>1,360</u>	<u>4</u>
Strategy & Customer Services Total	<u>6,894</u>	<u>6,690</u>	<u>(204)</u>